

**INVESTIGATING THE TRANSFER OF SERVICE CULTURE
THROUGH INTERNAL SERVICE QUALITY: A CASE OF
SUBSIDIARY HOTELS IN AN EMERGING MARKET LIKE
NIGERIA**

Joseph Mwajim MAIDUGU

**Submitted for the Degree of
Doctor of Philosophy**

**Faculty of Management and Law
University of Bradford**

2017

Abstract

Joseph M Maidugu

Investigating the Transfer of Service Culture through Internal Service Quality: A Case of Subsidiary Hotels in an Emerging Market like Nigeria

Key words: service culture, emerging markets, Nigeria, internal service quality, service profit chain.

This study explores how foreign owned service firms with headquarters in developed markets transfer their service culture into a country with an emerging market like Nigeria. This study is motivated by the need to understand this process considering the unique features of these markets, and the expansion into countries with emerging markets by service firms located in countries with developed markets to take advantage of both natural and human resources. The research uses case studies of two hotels from different firms, both in Abuja, Nigeria, to explore activities that enhance the transfer of service culture from the Headquarters of these hotels based in the USA. Both hotels were investigated through semi-structured interviews, based on elements of internal service quality from the service profit chain model, in addition to documents and observation notes.

The finding reveals the process of transferring service culture is difficult and complex because of unique contextual challenges. Some of these challenges were shown to be country specific, while some may be unique to countries with emerging markets. The country specific challenges include; strong religious allegiance and cultural affinity, and unique societal factors. Other factors could apply to any country with an emerging market these include; corruption, inadequate infrastructure, and lack of skilled labour. Similarly this study identified new elements that enabled both firms to address these challenges as well as enhance the transfer of focal areas in their signature service culture. Some of these elements have also been identified to be country specific i.e. inclusiveness and provision of social support, while the remaining three are emerging market specific i.e. transfer of knowledge and skills, accommodating corruption, and improvisation. These new elements also add to the existing five

elements of internal service quality, which are employee selection, job description, reward and recognition, tools to serve customers, and workplace design. The study demonstrates the important role that intermediaries can play in achieving accommodations to achieve at least partial transfer of the parent service culture.

Overall, the research contributes to management practice by highlighting areas to focus on when attempting to transfer service culture in similar circumstances. This thesis adds to the academic literature on the transfer of service culture from headquarters in a developed country to a unit in a country with an emerging market. It does this by extending concepts from the service profit chain to show how internal elements can enhance or block the transfer of service culture.

Dedication

I dedicate this to God Almighty for His infinite mercies, blessings and opportunities. I also dedicate this to my parents Mr and Mrs Mwajim Maidugu, without whose support this thesis would not have been possible to complete.

Acknowledgement

My deepest gratitude goes to my two supervisors Dr. Mei- Na Liao and Dr. Sue Richardson who kept me on track and became good friends and mentors. My gratitude also goes to my wife Charity Joseph Maidugu for her love, uncommon sacrifice, emotional and spiritual support without which it would have been difficult to complete this thesis. I am also grateful to my siblings Joy, Mari, Danladi and Ibrahim for the support received from them during the period of writing this thesis.

I am also grateful to my friends, Nuradeen, Habib, Abdulahi, Mohammed, Chidozie, Ali, Neil, Anthony, Darwish, George, Kola, Solomon, Ovhu, Samaila, Rebecca, Pamela, Julia, Emilia, Destina, Itoro, for their time, encouragement, and support that they have given me for the past four years, which has been instrumental in making me carry on even in times of difficulty.

Contents

CHAPTER ONE.....	1
1.1 Study Background	1
1.2 Research Aim and Objectives	3
1.3 Methodology	5
1.4 Delimitations of Scope	6
1.5 Contributions and Implications of the Study	7
1.6 Key Definitions	8
1.6.1 Service Culture	9
1.6.2 Service Profit Chain Model	9
1.6.3 Emerging Markets	10
1.7 Structure of Thesis	10
1.8 Chapter Conclusion.....	11
CHAPTER TWO: COUNTRIES WITH EMERGING MARKETS.....	12
2.0 Overview	12
2.1 Context- Countries with Emerging Markets.....	12
2.1 The Notion of Emerging Markets	13
2.2 Characteristics of Emerging Markets	14
2.2.1 Market Heterogeneity	14
2.2.2 Socio- Political Governance.....	16
2.2.3 Inadequate Infrastructure	18
2.2.4 Weak Institutions	20
2.2.5 Shortage of Resources.....	22
2.3 Nigeria and Its Culture	23
2.3.1 Social Support.....	24
2.3.2 Accommodation within the Workplace	24
2.3.3 Religious Referencing.....	25
2.3.4 Respect for Elders.....	26
2.3.5 Ethnic Diversification.....	27
2.4 The Nigerian Hospitality Industry (The Nigerian Hotel Industry).....	27
2.5 Conclusion	30
CHAPTER THREE: LITERATURE REVIEW	32
3.0 Introduction	32

3.1 Culture- An Overview.....	32
3.2 Organisational Culture	33
3.2.1 Culture Formation in Organisations.....	34
3.2.2 The Importance of Managing Organisational Culture.....	35
3.3 Service Culture- The Role of Internal Marketing	36
3.4 Definition of Service Culture	37
3.4.1 Elements of Service Culture	40
3.4.3 Adopting the Definition of Service Culture in this Research.....	43
3.5 Theoretical Framework- Service Profit Chain	46
3.6 Standardisation Vs Adaptation of Services Internationally	53
3.6.1 Internationalization of Service Organisations	54
3.6.2 Challenges in Developing Cross National Service Culture.....	56
3.7 Theoretical Underpinning of the Research Questions	62
3.7.1 The Conceptual Framework of the Study	67
3.8 Summary.....	74
CHAPTER FOUR: METHODOLOGY	76
4.1 Introduction.....	76
4. 2. Research Philosophy.....	77
4.2.1 Ontology.....	78
4.2.2 Epistemology.....	79
4.2.3 Philosophical Stance	80
4.2.4 Rationale for Adopting Interpretivism as the Philosophical Stance in this Research	82
4.3 Research Method (Qualitative).....	83
4.4 Research Logic - Inductive and Deductive Logic	86
4.5 Research Strategy – Case Study.....	87
4.5.1 Rationale for Adopting Case Study Research	89
4.5.2 Multiple Case Study Designs.....	90
4.5.3 Case Definition	91
4.5.4 Number of Cases	92
4.5.5 Case Selection.....	95
4.6 Data Generation.....	96
4.6.1 Semi- Structured Interviews.....	96
4.6.1.1 Sampling Population.....	97
4.6.2 Documentation.....	98

4.6.3 Observation (Field Notes)	99
4.6.4 Pilot Study	100
4.6.5 Protocol Development	101
4.6.6 Interview Process	102
4.7 Data Analysis	104
4.7.1 Step one: Transcribing	105
4.7.2 Step two: Data Condensation.....	105
4.7.3 Step Three: Within- Case Analysis.....	107
4.7.3 Step Four: Cross- Case Analysis.....	108
4.8 Triangulation.....	109
4.9 Integrity of the Case Study Strategy	109
4.9.1 Data Reliability	110
4.10 Ethical Considerations.....	111
4.12 Summary.....	113
CHAPTER FIVE: ANALYSIS- Case A	115
5.0 Introduction.....	115
5.1 Case A.....	115
5.1.1 Lack of Knowledgeable and Skilled Labour	117
5.1.2 Corruption.....	123
5.1.3 Unique Societal Factors	125
5.1.4 Religious Allegiance and Ethnic Affinity.....	127
5.2 Chapter Conclusion.....	140
CHAPTER SIX: ANALYSIS- Case B.....	141
6.0 Introduction.....	141
6.1 Case B.....	141
6.1.1 Religious Allegiance and Ethnic Affinity.....	143
6.1.2 Lack of Knowledgeable and Skilled Labour	154
6.1.3 Corruption.....	159
6.1.4 Inadequate Infrastructure	160
6.2 Chapter Conclusion.....	164
CHAPTER SEVEN: DISCUSSION.....	165
7.0 Introduction.....	165
7.1 Inclusiveness.....	167
7.1.1 Inclusion of Practices Related to Religious Beliefs of Employees.....	167
7.1.2 Inclusion of National Culture Practices in Nigeria	179

7.1.3 Summary	186
7.2 Improvisation	187
7.2.1 Use of Machinery	187
7.2.2 Summary	189
7.3. Transfer of Knowledge and Skills	190
7.3.1 Identify High Potentials and Transfer Skills and Knowledge through these High Potentials	190
7.3.2 Building a Multi-Talented Workforce through Cross- Trainings	193
7.3.3 Use of Expertise Services	195
7.3.4 Summary	197
7.4 Accommodating Corruption	198
7.4.1 Engaging in Sharp Practices	199
7.4.2 Summary	201
7.5 Provision of Social Support	201
7.5.1 Providing Support to Employees	202
7.5.2 Summary	204
7.6 The Use of Intermediaries	204
7.7 Conclusion	207
Chapter 8: Conclusion	210
8.0 Introduction	210
8.1 Restating the Background of the Study	210
8.2 Relating the Findings to the Research Questions	211
8.2.1 Addressing the Overall Research Question	214
8.3 Contributions	216
8.3.1 Contribution to Theory	217
8.3.2 Contribution to Practice and Policy	220
8.3.3 Contribution to the Hospitality Sector	222
8.4 Limitations of the Study	223
8.5 Implication for Future Research	224
8.6 Chapter Conclusion	226
References	228
Appendix 1	271
Appendix 2	273
Appendix 3	274
Appendix 4	276

List of Tables

Table 3. 1 Definitions of Service Culture	38
Table 3. 2 Service Culture Research Inspired by the Service Profit Chain Framework.....	64
Table 4. 1: Exploratory interviews	100
Table 4. 2 An Overview of Interviewees.....	102
Table 4. 3 Sample of Codes.....	107
Table 5.1 List of Codes and Themes that Enable Case A Address Contextual Challenges Identified	116
Table 6.1 List of Codes and Themes that Enable Case A Address Contextual Challenges Identified.....	142
Table 7.1 A Reflection of the Implementation of New Elements of Internal Service Quality between Both Firms Selected in this Study.....	165

List of Figures

Figure 3. 1 The Elements of Internal Service Quality in the Service Profit Chain Model	48
Figure 3. 2 Conceptual Framework of the study	72
Figure 7. 0 Final Conceptual Model of Transferring Service Culture.....	166

CHAPTER ONE

1.1 Study Background

This study links three areas of current interest among academics and practitioners- (a) services marketing, (b) emerging markets, and (c) the hotel industry. This interest is as a result of the increasing liberalisation and transformation that has recently typified most emerging markets (Budhwar and Khatri, 2001). Also one result of such increased liberalisation and transformation of emerging markets to more market driven economies has been the expansion of service firms into emerging markets (Burgess and Steenkamp, 2006). These service firms have expanded into countries with emerging markets to take advantage of both natural resources and human resources in these markets, as well as expand markets for their services (Lenartowicz and Johnson, 2007). However, these expansions have not been without problems due to factors known to emerging markets (Sheth, 2011). Such factors include political instability, inadequate infrastructure, culture, weak institutions, inadequate skilled manpower and socio- political governance (Burgess and Steenkamp, 2006). However these factors have not prevented service firms from trying to develop practices that can enhance the creation of their service culture in these markets (Ngo, *et al.*, 1998). Specifically, through practices that enhance the fit between the main philosophy of the service firm and the values and beliefs of the local service employees and customers (Gamble, 2003).

Ali, *et al.*, (2010), suggests there is a significant relationship between leaders, founders and management values and societal cultural norms and values found in their environment. Societal cultural norms, shared values and practices affect management behaviour (Kalkschmidt, 2013). This is because founders, leaders and management of service organizations are absorbed in their own societal culture (Bellin and Pham, 2007). Thus societal cultural norms and values acquired by leaders, founders and members of the management in service firms affect organisational form, culture and practices and continue to influence and maintain the organisational culture in the service firm (Kalkschmidt 2013). The

values, norms and practices in the respective societal culture also influence employees as they affect founders, leaders and management (Cameron and Quinn, 2011). Hence, management practices are likely to reflect behavioural patterns favoured in that environment. These management practices also spread through a wide range of mechanisms within the service firm i.e. through policies and procedures, delivery systems, and strategy (Cameron and Quinn, 2011). Likewise, national culture provides customers with a unique lens through which they see the world. Research has revealed that customers and employees pay attention to, interpret, and retain information based on their values, assumptions and expectations (Kalkschmidt, 2013). Given the relevance and influence of societal cultural norms and values, it is important for service firms to focus their attention on the values, assumptions and expectations of both employees and customers (Ali, *et al.*, 2010). This is because; societal norms and values exert a great deal of influence in connection with how employees understand and regard practices in their organisation, which further influences the quality of service received by customers (Bellin and Pharm, 2007). Achieving a service culture within a service firm can therefore not be seen independently from its societal context (Kalkschmidt, 2013).

However, with the increasing international expansion by service organizations and the growing interdependency among nations, the relevance of service culture to all firms, who intend to open international subsidiaries, is obvious. Service organisations must therefore, decide how much to localise their management practices to fit within the host environment context instead of striving to maintain consistency or standardization across their subsidiaries (Wilson, *et al.*, 2008). This is because, oftentimes, management practices differ across national cultures even when products do not (Aycan, 2005). This is perhaps the key driver for the increasing research into the impact of national culture on the management practices of firms (Kalkschmidt, 2013). More precisely, as the future growth of service firms seems to come more from emerging markets, service firms will need to contend with their unique characteristics and question their existing practices and perspectives (Sheth, 2011). Therefore, it is necessary to explore and understand how foreign owned service firms with headquarters in developed markets transfer their service

culture to their subsidiaries in particular contexts, such as countries with emerging markets.

1.2 Research Aim and Objectives

Zeithaml, *et al.*, (2009), note that the service culture of a firm can guide employee behaviour and are effectively performed towards the customer in various situations. However, practices that guide employee behaviour and fundamental in the development of a service culture, are shaped by both the environment and the market (Kalkschmidt, 2013). The environment influences the successes and failures of a service firm, and therefore forms the core of its service culture. Thus, service culture cannot be seen independently from its societal context. Given the importance of service culture and the increasing liberalisation and transformation of countries with emerging markets to market driven economies (Budhwar and Khatri, 2001), as well as the growing interdependency among countries (Kalkschmidt, 2013). Service firms, particularly from developed markets are now more than ever concerned about the effects that international expansion might have on their service culture as it enables them to form their identity and is mainly responsible for their success and performance (Bellin and Pham, 2007). Furthermore these authors note that the service culture of a firm is one the most rooted element that defines the firm. Therefore it is of heightened interest to understand how foreign owned service providers transfer service culture from their headquarters in a developed market to their subsidiary in a country with an emerging market like Nigeria. Especially since emerging markets in Africa like South Africa, Ghana, Kenya and Nigeria are relatively under- researched. This is surprising considering the momentum of growth in these markets. For instance, Nigeria is the biggest economy in Africa with a nominal GDP of \$510 billion (AFDB, 2014). Yet there is virtually no empirical evidence that explains how foreign owned service firms transfer their service culture. As such, a study that explains the process of how service culture is transferred in to the Nigerian emerging market setting can potentially deepen understanding and possibly lead to fresh insights and perspectives. This study also considers the preceding statement as a research gap, as such; the main objective of this study will be as follows;

- ✓ To explore how foreign owned hotels transfer their service culture from their headquarters in a developed market to their subsidiary in an emerging market like, Nigeria.

Koys (2001) states that service organizations must begin to consider perspectives that emphasize internal quality which further plays an important role in the delivery of external quality. Specifically, Koys (2001) notes that the service profit chain framework (Heskett *et al.*, 1994, 1997) should be seen by service firms as a strategic imperative or, at a minimum, a strategic opportunity (Hong, *et al.*, 2013). This is because the framework specifically describes the direct and strong relationships between profit, growth, customer loyalty, employee capability, employee satisfaction, employee loyalty, and employee productivity (Heskett, *et al.*, 1997). Research in services marketing and management has provided considerable evidence for the central role of the service profit chain model in connecting internal and external service parameters (Dean, 2004; Walumbwa, *et al.*, 2010). Specifically, the services marketing and management literature suggests that practices which underlie elements of internal service quality in the service profit chain model (Heskett *et al.*, 1994, 1997) can enhance the creation and development of service culture (Grönroos, 2007). More precisely as it reflects how service is delivered (Dobni and Harel, 1998). Likewise, this framework has inspired a total of 164 studies related to issues and outcomes of service culture (Baron, *et al.*, 2014). These issues include; service culture strength (Schneider, *et al.*, 2002), service performance (Liao and Chung, 2004), service culture and outcomes (Mayer, *et al.*, 2009), and customer perception of service culture (Ehrhart, *et al.*, 2011). However, despite such studies being carried out, services marketing and management researchers have not incorporated into their studies, elements of internal service quality in the service profit chain model (Heskett, *et al.*, 1994, 1997). Incorporation of such elements would have helped them in understanding how foreign owned service firms transfer their service culture from their headquarters in a developed market to their subsidiary into a country with an emerging market. More specifically, the incorporation of these elements would aid a comprehension of how foreign owned hotels from developed markets implement the elements of internal service quality in the service profit chain model (Heskett, *et al.*, 1994, 1997), to facilitate the transfer of their

service culture to their subsidiary in a country with emerging market, like Nigeria. Thus, this study also considers the preceding statement as a theoretical research gap, as such; to sufficiently address this theoretical gap and the main objective of this study, the main objective in this study will be streamlined into two precise objectives, which are as follows;

- ✓ To examine how foreign owned hotels in Nigeria implement the elements of internal service quality in the service profit chain model to enhance the transfer of their service culture.
- ✓ To provide both managerial and policy recommendations from the findings of the research.

1.3 Methodology

This research adopts an interpretivist philosophical stance as the most appropriate philosophy to address the research objectives. Specifically, as this research intends to focus on the implementation of the elements of internal service in the service profit chain (Heskett, *et al.*, 1994, 1997), with a view to understand the process of transferring service culture. This process entails implementing activities which involve subjective decisions made by employees and firms selected in this study which cannot be divorced from the influence of the environment in which they are embedded. Thus, it was determined that the qualitative approach will also be the most appropriate because of its ability to provide complex textual description of the experiences, opinion and perception of employees regarding the issue of interest to this research.

The context of the Nigerian hospitality and tourism industry was used in this research, this is because of its growth, contributions to the Nigerian economy and its current challenges, a detailed discussion is provided in **Chapter 2**. This further elicited the use of case study design, since it is the appropriate method for isolating a case or a number of cases and studying them in-depth, specifically as it allows the researcher to collect data from multiple sources. Data was collected through semi- structured interviews, observation used as a technique under the interviews, websites and service documents. The analysis of the data generated in this research followed four main steps. These include:

(1) transcribing; (2) data condensing; (3) within- case analysis; and (4) cross-case synthesis. A detailed discussion of the research methodology adopted in this research is provided in **Chapter 4**.

1.4 Delimitations of Scope

The extent and scope of this research was limited in two major ways. First the research scope was restricted to the process of transferring service culture in foreign owned service firms with headquarters in developed markets and subsidiaries in a country with an emerging market like Nigeria. As such, the way in which locally owned service firms develop their service culture has been excluded. More so, the comparison of how both local and foreign owned service firms develop their service culture resides outside the focus of this study. Even as several services marketing authors (Easterby- Smith, *et al.*, 1995) have noted that practices, which enhance the development of a service culture could be “context free” (i.e. size of firm, experience/age of firm) and context bound (i.e. national culture, both informal and formal institutions, social factors). This thesis is still primarily interested in how these foreign owned service firms implement the elements of internal service quality in the service profit chain model (Heskett, *et al.*, 1994, 1997) to facilitate the transfer of their service culture into a country with an emerging market like Nigeria (Sheth, 2011). Specifically, the services marketing literature acknowledges that elements of internal service quality addresses the complexity and ambiguity of the relationships between employees and the firm, between employees as well as between employees and customers (Homburg, *et al.*, 2009). Thus, elements that do not pertain to internal service quality, described in the service profit chain model (Heskett *et al.*, 1994, 1997), remain outside the scope of this study. Secondly, while a major purpose of the study is to understand how contextual or environmental characterises unique to most emerging markets and specifically which ones (Sheth, 2011), shape the activities of service firms that enhance the transfer of their service culture. This thesis deliberately avoids explaining how these factors have come into existence (i.e. historicity), and does not seek to predict the future of these service firms.

1.5 Contributions and Implications of the Study

The implications of the research for both academics and practitioners are as follows. Academically, this study can provide the much needed research on how service culture can be transferred via the elements of internal service quality in the service profit chain model (Heskett, *et al.*, 1994, 1997), as there has been a lack of research that addresses this process. Thus one key contribution of this study is that it makes an inclusion of new elements that can enhance the transfer of service culture in a transnational context, specifically in a country with an emerging market like Nigeria. For instance this research identifies the inclusion of religious beliefs as a fundamental element of internal service quality which has not been previously explored by the services marketing literature, even as scholars such as Abosag and Maya (2014) have suggested that religion influences the behaviour of customers (in this case internal customers). Precisely the finding reveals that the implementation of activities that reflect the inclusion of religious beliefs of employees by both firms has allowed both firms to transfer focal areas in their brand service standard which enables them to create their signature service culture. Similarly, this has improved motivation and organisational commitment of employees towards achieving tasks and responsibilities as stipulated in the brand service standard of both firms.

This study is also one of the first that attempts to develop a model hinged on the elements of internal service quality in the service profit model (Heskett, *et al.*, 1994, 1997), which integrates both challenges that can hinder the process of transferring service culture as well as new elements of internal service quality that can facilitate the process. Specifically the model reveals these challenges identified can be country specific i.e. religious allegiance and ethnic affinity, and unique social factors. Some of these challenges can be particular to countries with emerging markets i.e. inadequate infrastructure, low skilled labour, and corruption. Furthermore, the framework integrates new contextual elements of internal service quality that can enhance the transfer of service culture in a cross national context. These new contextual elements also add to the existing five elements of internal service quality in the service profit chain model (Heskett, *et al.*, 1994, 1997). Some of these new elements of internal service quality are also country specific, thus these new elements can only be applied

in countries with similar characteristics as Nigeria i.e. provision of social support and inclusiveness. However, the other new elements of internal service quality identified in this study can be applicable in countries with emerging markets i.e. improvisation, transfer of knowledge and skills, and accommodating corruption. This is because the challenges that influenced the firms to implement activities in relation to these new elements can be particular to countries with emerging markets. The study also reveals how these new elements enable both firms to transfer focal areas that allow them to create their signature service culture within the Nigerian context. Therefore this research offers an overview of the focal areas that can enable a service firm to create a signature service culture in Nigeria. Similarly, the study reveals the relevance of intermediaries (worker's union/ religious leaders) in understanding and meeting the contextual requirements of employees. Therefore this framework enhances our current understanding of what services firms do, how they do it, and the context in which they do it in order to enhance the transfer of focal areas that enable them to create their unique service culture.

Finally, the findings further provide useful insights that can enable management of service firms in Nigeria to implement a process towards the following strategies; (a) developing the knowledge and skills of employees, (b) providing an enabling work environment, (c) supporting the wellbeing of employees, (d) and integrating the religious beliefs and national culture practices of employees, which this research identifies as fundamental in enhancing the transfer of focal areas of a firm's service culture. Furthermore, the finding does not only provide insights to service firms already operating in countries with emerging markets like Nigeria but also include international service firms that wish to invest in other countries with emerging markets. This is because some of the challenges and new elements of internal service quality identified in this research (as stated in the preceding paragraph) can be applicable in other countries with emerging markets.

1.6 Key Definitions

This section provides key definitions of concepts and constructs that have informed this research.

1.6.1 Service Culture

Service culture has been defined in numerous ways. This research however adopts the definition of service culture provided by Grönroos (2007), who defined service culture as a culture where an appreciation for good services exists, and where giving good service to internal as well as ultimate, external customers is considered by everyone to be a natural way of life and one of the most important values. This definition is relevant to this study, because it heightens the importance of fostering a good relationship between employees and management of service firms which can result in increasing mutual benefits for both parties. Specifically as good services provided to employees can positively influence attitude, behaviour and commitment towards delivering services to customers (Lau, 2000).

1.6.2 Service Profit Chain Model

By the definition of service culture adopted in this study (presented in **section 1.5.1**), there is no doubt that the theoretical framework adopted in this study will be one that entails a series of strategic and creative, interrelated activities that creates employee satisfaction, loyalty, productivity, and ultimately external service value (Zeithaml, *et al.*, 2009). It is one, that also provides the critical link between the internal and external service parameters (Schneider, *et al.*, 1998). This is the essence of the service profit chain model (Heskett, *et al.*, 1994, 1997). More precisely, marketing scholars Silverstro (2002), and Zeithaml, *et al.*, (2009), acknowledge that the elements of internal service quality in the service profit chain (Heskett, *et al.*, 1994, 1997), positively impact the feelings that employees have towards their jobs, colleagues, customers and the service firm, thus enhancing the development of a service culture. This notion supports and aligns with the definition of service culture adopted in this study, which is recounted here as the provision of good services to employees (internal customers) because it is like a glue that binds employees' attitudes, behaviour and commitment towards giving good services to the external customer (Zeithaml, *et al.*, 2009).

1.6.3 Emerging Markets

Emerging markets have several definitions; however this depends on the lens from which the researcher views them. This research adopts the Hoskisson, *et al.*, (2000) definition, which notes that emerging markets are middle- income rapid growing markets that use liberalisation as their primary engine for growth. Based on this conceptualisation, not all developing countries can be described as having emerging markets. The only countries that can be classified as emerging markets are those markets being transformed from state ownership and management to more market driven economies. Precisely, these are countries which are implementing economic reforms designed to liberalise their markets and are recording positive growth through a sustained period (Hoskisson, *et al.*, 2000). Their definition of emerging markets classifies 51 countries as emerging markets and Nigeria is considered one of these emerging markets.

1.7 Structure of Thesis

The present thesis comprises eight chapters. An introduction and rationale of the study is provided in the current chapter (Chapter 1), highlighting the significance of the research, the methodology adopted, the findings of the research as well as the contributions to knowledge, practice and policy.

The second chapter provides background information about countries with emerging markets and their characteristics, Nigeria and its culture, as well as an overview of the Nigerian hospitality sector, which is needed to set the context of the current research.

The third chapter presents a critical review of the literature giving an overview of organisational culture, culture formation in organisations and the importance of managing organisational culture, in addition to some definitions of service culture from multiple disciplines. These definitions highlight a variation, from all-embracing definitions provided from a services marketing perspective. Definitions from the services marketing perspective emphasize that service culture should be practised to both internal and external customers. Consequently, this points out the need to look inwards to the services marketing and in particular, the service profit chain model in support of this notion. The

final sections of the chapter emphasize on standardisation vs adaptation, mainly focusing on the impediments or challenges posed by the environment on internationalization service firms importing norms, values, and practices into foreign markets. Furthermore, a detailed discussion of the elements of internal service quality in the service profit chain model was provided to justify the research questions raised in this study.

Chapter four discusses the methodology of the research illustrating the research paradigm, the multiple case study design adopted in the study, an overview of the data collection sources used for the thesis, as well as the process of analysing the data.

Chapters five and six depict findings of the study at the level of individual cases, in other words a within case- analysis.

Chapter seven is the cross case analysis/ discussion chapter. In this chapter findings of individual cases are compared and contrasted and further explained and linked to theories and constructs in the literature.

In the final chapter, chapter eight, the study concludes and provides theoretical, practical and policy contributions as well as sectoral contributions. The final chapter also highlights the limitations of the study and directions for future research.

1.8 Chapter Conclusion

The present chapter has provided a synopsis of the entire thesis, a discussion of the study background and the main research issues. It has also stressed the significance of investigating how foreign owned service firms from a developed market transfer their service culture to their subsidiary in a country with an emerging market like Nigeria. Specific knowledge gaps in the literature were illustrated to justify the research focus, aims and objectives. Furthermore, the research methodology was provided. Likewise, the main findings and contributions were highlighted. Finally, key definitions that informed the understanding of the research phenomena have been provided.

CHAPTER TWO: COUNTRIES WITH EMERGING MARKETS

2.0 Overview

This chapter sets the context of the study. First, the chapter provides an overview of the context of emerging markets highlighting its current relevance to the discipline of service marketing. This is followed by the notion of emerging markets, its emergence and categorisation of countries with emerging markets. The chapter then explains key characteristics of emerging markets and their significant impacts on at least one of the fundamental areas of a service firm, which include practice, strategy and policy. This further provides a discussion on Nigeria and its unique cultural features. Finally the chapter provides an overview of the Nigerian hospitality industry. This includes its contribution to the Nigerian economy as well as the current challenges within the industry.

2.1 Context- Countries with Emerging Markets

As Zinkhan and Hirschheim (1992), and more recently Sheth (2008) points out that, marketing is a contextual discipline. Context matters, and historically this discipline has adapted well in generating new constructs and schools of thought unique to the marketing discipline (Gu, *et al.*, 2008). This is a major factor in the way that emerging markets evolve from the periphery to the core of marketing practice, and now a driving force in the future of marketing practice (Sheth, 2011). Both academics and practitioners will need to contend with their unique characteristics and question our existing practices and perspectives. This is because most of these practices and perspectives have been historically developed in the context of industrialised markets and emerging markets are radically different from the traditional industrialised capitalist society (Sheth, 2008). Emerging markets are gaining significant growth in some sectors of their economy, importantly their services sector (Daniel and Harrington, 2007). As such, at this time of growth in emerging markets, there are great opportunities to develop and discover new perspectives, theories and practices in services marketing, which may become valuable for some of the neglected and nonviable markets in advanced markets (Sheth, 2008). Similarly, just as the

last century was all about services marketing in advanced economies, this century is most likely to be about services marketing in emerging markets (Engardio, 2007). Thus in light of these assertions, this research will be carried out within the context of an emerging market.

2.1 The Notion of Emerging Markets

Emerging markets have been made well-known in a number of studies by the World Bank, the International Finance Corporation (IFC), the Asian Development Bank and other multilaterals and government agencies. Subsequently institutions such as the United Nations, Common Wealth, African Development Bank and the International Monetary Fund started using the term “emerging markets”. The notion of emerging markets observation, analysis, and investment began its life in earnest in the 1990’s (Engardio, 2007). Comprising a part of the world economy that has approximately 2.8 billion people and 51 nations, emerging markets are potentially some of the most important growth opportunities (AFDB, 2014). It is easier to say with certainty what an emerging market is not than what it is. One could assume that emerging markets do not include, by definition, either those highly developed market economies which have advanced and mature economies or those countries which are yet to set out on the path of market liberalisation (Sheth, 2011). But in 1971, the World Bank created its Development Research Centre and immediately produced an impressive array of research reports primarily on economies in the process of rapid development. The resulting findings supported a categorization of such developing economies to adequately group various economies by similar stages of development and potential growth outlook. To this effect, during the 1970s and 1980s several group terms were used: Third World economies, least developed countries, less economically developed countries, newly industrializing countries, rapidly developing economies, or high performing (Asian) economies (Hokisson, *et al.*, 2000).

But, in 1981, Antoine van Agtmael of the World Bank’s International Finance Corporation (IFC) coined the term emerging markets to describe a fairly narrow list of middle to higher income economies among the developing countries, with markets being transformed from state ownership and management to more market driven. The meaning of the term has since been expanded to include

more developing countries, (Sustainability Think- tank, 2008). Emerging markets are also increasingly becoming the growth drivers of the global economy (Ramamurthi and Singh, 2009). Hoskisson, *et al.*, (2000), also defines emerging markets as middle- income rapid growth countries using economic liberalization as their primary engine of growth. From this interpretation the principal goal is not to create a new sales market for others, but a new market system that is institutionally liberalized, progressively opening- up for its own benefit and expanding its range of outside contact (Engardio, 2007).

Hence, in light of the statements in the preceding paragraph this research can provide important contributions. This is because for international service firms, emerging markets have become a popular subject of interest in international business in recent years (Sheth, 2011). International service firms are now targeting emerging markets. However, the success of international service corporations has been far from satisfactory (Sheth, 2008). It is therefore not surprising that interest in emerging markets has grown considerably in recent years among policy makers, scholars and business people alike (Ramamurthi and Singh, 2009). This has prompted researchers to identify characteristics in which emerging markets are distinctly different from mature markets. These characteristics also have a significant impact on at least one of the three areas of the service firm (practice, strategy and policy) and often on all three areas (Sheth, 2011). The section below describes these characteristics.

2.2 Characteristics of Emerging Markets

While there is a consensus on the definition of the term emerging market, Sheth (2008; 2011) and Ramamurthi and Singh (2009), identified five main characteristics associated with an emerging economy, these are; market heterogeneity, socio-political governance, weak institutions, chronic shortage of resources.

2.2.1 Market Heterogeneity

Emerging markets tend to have a wide variance in relation to the mean across all products and services (Ramamurthi and Singh, 2009). This is because the

markets are local, low scale, fragmented and are mostly small enterprises. Sheth (2011), notes that most of these markets reflect the reality of pre-industrialisation and therefore reflect features of market heterogeneity comparable to a farming economy. The heterogeneity of most emerging markets is further compounded by the large skew towards what can be referred to as the bottom of pyramid individuals. These are people who earn below the official poverty level of less than two US dollars a day (AFDB, 2014). Consequently most people in emerging markets have no access to running water, banking or modern transportation. This is because, until recently, these people had no access to telephone or television (Sheth, 2011). Therefore, heterogeneity in emerging markets is less driven by diversity of needs, aspirations of people, and wants, than by a wide range of haves- and- have - nots with respect to both net worth and income. Similarly individuals in families, communities, clans or tribes and even national firms provide support and address societal needs of individuals which the government has traditionally failed to address (Sheth, 2008). This is to foster reciprocal attachment, as it reflects social acceptance and recognition of individuals. Equally Garret and Karnani (2010) reveal that firms in most emerging markets have adopted nationalistic tactics to their internal and external marketing strategy, which contravenes practices in advanced markets. This implies the promotion of unique nationalistic values in order to reduce the variety and aggregate demands of employees and customers, and to achieve scale efficiency and better returns on investment. In addition Viswanathan, *et al.*, (2010), state that promoting nationalistic values is becoming a soft power and a key intangible asset in emerging markets. This practice is applied to elicit commitment and to ultimately improve work performance of employees, and profit from customers.

Furthermore Sheth (2011) argues that while heterogeneity is one of the key features of emerging markets, the inference that can be drawn is quite the opposite. This is because of the huge gap in relation to access to products and services between rural and urban households in most emerging markets. Thus most consumers have no brand or product knowledge. Often these people do not know how markets operate. These consumers largely depend on intermediaries who provide them with selective information and choices. As such it is difficult to generate market intelligence with regard to current and

future customer needs. Sheth and Mittal (1996) argue that in countries with emerging markets, markets are created by assessing national expectations of the customer. Indeed Sheth (2011) further argues that it is often a field of dreams and if you assess such expectations they will come. He further argues that this has been the case in China for fast foods and automobiles. The markets are informal and unorganised as a result of the skew of subsistent consumers. Similarly, Cachani and Smith (2008) note that what is needed in emerging markets is how firms can aggregate demands from a highly fragmented and disbursed demand across thousands of rural and urban location. This is the key to growth (Sheth, 2011). Sheth (2008) state that foreign firms in emerging markets are building partnerships with local firms and governments in which all parties pull resources and expertise specifically on initiatives targeted at inclusive growth in areas such as consumer literacy. This is to focus on where free market processes and traditional marketing have failed to create market literacy (Garret and Karnani, 2010). Equally it is to encourage the emergence of a new brand conscious class of consumers, who are first time buyers of everything from mobile phones to television sets, because these are the consumers who will shape marketing policies in most emerging markets (Figueiredo, 2010). Sheth (2011) states that with about three billion consumers in emerging markets, all aspiring to become first time buyers and consumers of modern products and services, partnerships with local firms will become fundamental to the marketing of foreign owned products and services in these markets. In addition, Lee *et al.*, (2012) note that, maintaining a business network with local actors is fundamental to being successful in these emerging markets. The assertions above clearly reveal that for international service firms who operate in countries with emerging markets, building relationships with local firms can enable them to homogenise the national expectations of people (both employees and customers) in these markets, as well as enable them to succeed.

2.2.2 Socio- Political Governance

Sheth (2011), emphasizes that socio political institutions have enormous influence on emerging markets. These include government, religious non-

governmental organisations and the local community. Viswanathan, *et al.*, (2010), further state that, these markets are governed by these institutions and less by competition. Similarly Sheth (2008) also argue that it is not unusual to have several government owned and operated enterprises serving the markets with monopoly powers. For instance, until recently most communist markets were served only by government enterprises as monopolies with limited or no choice. Ramamurthi and Singh (2009) further argue that even today it is important to understand the rise of these government enterprises as global competitors. Such examples in the energy sector alone include Petrobras (Brasil), India Coal (India), Gazprom (Russia), and CNOOC (China). Consequently, in many of these subsistence markets, defined as rural households with incomes of less than two US dollars a day, the closed loop system of the merchant consumer also generates local market sub monopolies with continuance, affective and normative commitments between merchants, consumers and producers (Viswanathan, *et al.*, 2010). Hence it is difficult for a new market entrant to break into these markets. Similarly, there are a few diversified trading and industrial groups that dominate some emerging markets (Kumar and Peterson, 2005). Such examples include Tata, and Reliance groups in India, the Perez Company in Argentina, the Koch group in Turkey and other similar business groups in Indonesia, Brazil and Mexico. In addition Sheth (2008), notes that these diversified groups or firms have access to their governments, and consequently influence on changes in the government's planning and policy. Figueiredo (2010) argues that these firms are also often considered favourite sons or jewels of the nation.

Prahalad and Hammond (2002) also argue that there are many emerging markets anchored to faith- based political governance. Such include Saudi Arabia and other Gulf countries in the Middle East and parts of Africa. Sheth (2011) notes that this situation often results in an asymmetric faith based market power. Furthermore, Figueiredo (2010) argues that this goes beyond Kotler's (1972) generic concept of marketing, which articulates that marketing, as it is known today, is generalizable to all types of market and social transaction results in exchange for some reciprocity. The reverse seems to be occurring in emerging markets (Sheth, 2011). This is because faith based institutions in emerging markets are pioneering new and non-traditional

marketing practices on an unimaginable scale (Ramamurthi and Singh, 2009). Such examples include Jaiz Bank of Nigeria, Dubai Islamic bank of United Arab Emirates, Al Rajhi Bank of Saudi Arabia, Bank Islam of Malaysia and Masraf Al Rayan of Qatar. Kumar and Peterson (2005) assert that these faith based firms have blended modern business practices with faith purposes. Consequently, Mahajan and Banga (2005) point out that with the rising population in many emerging markets, who are yet to experience the benefits of industrial revolution it is important to articulate how the base of the pyramid market can be profitable for traditional products and services. Anderson, *et al.*, (2010) and Garrett and Karnani (2010) assert that this market imperfection and asymmetry of market power will require the building of relationships with customers. Hunt (2010) asserts that relationship marketing can establish a competitive advantage by attracting, developing and maintaining relationships with both customers and employees through building trust and making commitment. However, Sheth (2011) notes that in emerging markets the target may not be the end customer. Given that most emerging markets are governed by socio-political and faith- based institutions, which include religious institutions, government, non- governmental organisations and the local community, it has become fundamental to attract, develop and maintain relationships with institutions and their leadership. Sheth (2011), notes that this has been well documented in the research on the diffusion of innovation in the farming community in Thailand, in which it is fundamental to establish a relationship with opinion leaders in the community. Therefore the statements above reveal that for international service firms who operate in countries with emerging markets, building relationships with socio- political and faith- based institutions can enhance the development of trust and commitment from both customers and employees.

2.2.3 Inadequate Infrastructure

Sheth (2011) argues that while there is a shortage of resources and a disproportionate size of below- the- poverty- level consumers (subsistence economy), another main feature of most emerging markets is inadequate infrastructure. London and Hart (2004) further argue that infrastructure does not only include physical roads, storage and logistics, but also include market

enablers, such as, basic banking functions and point of sale terminals. This also means lack of communication and, transaction technologies, such as mobile and fixed phones, as well as electricity. Even though most of the large metro areas may have adequate infrastructure, in general this is not the case in the rest of the market.

Khanna and Palepu (2006) note that the exchange of goods and services called commerce has been a vital source of concern to societies for endless centuries. Human beings have realised long ago that creating a centrally located hub was the efficient way to organise commerce. Therefore Sheth (2011) suggests that ancient civilizations, such as Rome, Athens, Venice, Babylon, and Florence have flourished around markets. These entire city- based civilizations were also major markets of their time (Hooke, 2001). Similarly (Hoskisson, *et al.*, 2000) note that in the agricultural days of Western civilization, the natural location was usually accessible to water based transportation, such as seaports and rivers. The infrastructure around these seaports and rivers was usually developed and become the local exchange. Hooke (2001), points out that businesses in most Western civilization now conduct their activities in well developed markets with adequate exchange infrastructure, which includes a transportation system that enables customers to reach their stores easily, a sophisticated logistics system for the distribution of goods, ubiquitous telecommunication services, the availability of a well targeted print and broadcast media as well as financial services, all of which expedite monetary exchange.

In addition London and Hart (2001) note that even though such infrastructures are now wide spread throughout most industrialised cities, their absence in emerging markets can derail a firm's efforts to facilitate the efficient exchange of its goods and services (Sheth and Sisodia, 1993). Therefore Sheth (2011) notes that in emerging markets for a firm to gain competitive advantage it must learn to improvise and be innovative due to inadequate infrastructure. Hoskisson, *et al.*, (2000) point out that innovation through improvisation may also occur with regard to each of the four P's in marketing,- price, place, product and promotion. Similarly, London and Hart (2004) argue that innovation and improvisation may be the key to the future of product and service innovation, distribution and usage in most emerging markets. This is mainly a consequence

of a lack of primary and enabling infrastructure and a lack of skilled workforce (Sheth, 2008). Khanna and Palepu (2006) also argue that access to products and services is directly related to logistics, supply, and infrastructure. With the exception of China, it is likely to take years, if not generations, to build modern infrastructure in rural markets of most emerging markets (*The Economist*, 2016, p.6). Thus improvisation and innovation may be better to reach the base of the pyramid market. This is because- innovation from the perspective of infrastructure constraint can enable firms to access the vast untapped markets especially in rural areas. Thus the assertions above reveal that for international service firms who operate in emerging markets innovativeness and improvisation can enhance the exchange of their goods and services.

2.2.4 Weak Institutions

Khanna and Rivkin, (2001) note that institutional arrangement play a vital role in a market economy by supporting the effective functioning of the market mechanism, so that individuals and firms can engage in market transactions without incurring undue risks or costs (Peng, 2009). Such institutional arrangements include property rights, information systems, political institutions, legal framework and its enforcement, and regulatory regimes. Tong, *et al.*, (2008) argue that if institutional arrangements are strong they will support voluntary exchange of goods and services. Consequently, if institutional arrangements are weak they will fail to ensure effective markets or even undermine markets (as in the case of corrupt business practices).

Khanna and Palepu (1997), note that to survive and thrive overtime in these markets, firms operating in these markets must respond to unpredictable (however predictably frequent) shocks of political instability, macro-economic fluctuations, violence and even war without the benefit of specialised intermediaries that can offer and analyse market information, provide signals of credibility and facilitate transactions (Khanna and Rivkin, 2001). Peng (2009) notes that the lack of information systems in many emerging markets magnifies business- related risks-, a core source of business failure. Firms spend more resources searching for information (Tong, *et al.*, 2008), doing so can be difficult and failure rates are very high. Nevertheless emerging markets are full with

examples of firms and businesses that have survived over decades and even generations. For instance, Grupo Bimbo of Mexico, is a company that was founded in the 1940's, and has endured national and international challenges to emerge as one of the best bakeries. Similarly Tata group was founded in 1868 and emerged as the leading Indian business group, despite rebellions, colonialism and major social transformations in India (Peng, 2009).

Stern, *et al.*, (2014) note that particularly, in environments where a firm cannot take for granted any market situation, this is because institutional intermediaries cannot guarantee remediation, the belief that a firm will survive crises and fulfil its obligations is largely dependent on its reputation. A related body of literature also argues that dominant incumbents enable a firm to gain competitive advantage, through non- market actions that mitigate political hazards, such as lobbying (Choi, *et al.*, 2014). Strategy scholars (Subhash, 1989; Mahajan and Banga, 2005) have typically conceptualised reputation as one of a firm's numerous intangible resources. Emerging markets by definition lack institutional intermediaries that shape collective perceptions-, a core assumption of the institutional perspective on a firm's perception (Khanna and Rivkin, 2001). Khanna and Palepu (2010), point out that reputation is therefore fundamental, given a lack of intermediaries such as information analysers and credibility enhancers. Building on this view, Peng (2009) has suggested that a good history and reputation can strengthen the performance of a firm in an emerging market. Similarly, Choi, *et al.*, (2014) note that a favourable reputation can enable the firm to attract and retain strategic human capital (Turban and Cable, 2003). This also lowers the firm's cost of capital and increases its ability to raise finance and ability to choose high quality partners (Stern, *et al.*, 2014). In addition Peng (2009) argues that buyers tend to use reputation as signals of quality and value. Thus, buyers gravitate towards products and services they have come to associate with quality and value (Stern, *et al.*, 2014). Equally, Choi, *et al.*, (2014) suggest that, the historical reputation of a firm in an emerging market can be a key driver in its long term survival. Hence, the statements above reveal that for international service firms that operate in countries with emerging markets building a good reputation, given the absence of strong enforcement from institutional regulators can enable them to attract and retain both strategic human capital and customers.

2.2.5 Shortage of Resources

Sheth (2011) argues that emerging markets tend to have a chronic shortage of resources in production, exchange and consumption. For instance, the chronic shortage of power (electricity) and lack of skilled labour tend to make production inconsistent and sporadic, thus this results in diseconomies of scale (Sheth, 2008). Similarly, exchanges in these markets have high a transactional cost due to the lack of scale and inadequate physical and financial support mechanisms (Burgess and Steenkamp, 2006). Additionally consumption tends to be constrained with respect to location and time; this is due to the absence physical space, lack of electricity and running water.

Sheth (2011), notes that when policy makers and economists attempt to assess market risks, they often focus their attention on potential scarce resources such as water, electricity and physical space. However, for emerging markets, it is increasingly apparent that skilled resources are the scarcest resources of all, with the developed markets also competing for this finite supply of human capital (Khanna and Palepu, 2005). London and Hart (2004) also note that in order to sustain their development and growth as they further transform and move up the value chain, emerging markets will require an enormous improvement to their human capital. This is a challenge that will require a huge investment in education and training, increased talent planning within firms, as well as other measures to attract and retain skilled labour. Sheth (2008) also argues that if necessity is the mother of invention, then shortage of skilled resources should be the father of invention in emerging markets. In emerging markets, a firm can gain advantage by learning to improvise with scarce resources. Sheth (2011) further argue that given the enormous appetite for skilled labour in emerging markets, improvising through the development of skilled labour is fundamental.

Khanna and Palepu (2005) point out that many foreign firms in emerging markets are now heavily investing in the development of their employees, particularly with the shift towards service- oriented economies. Burgess and Steenkamp (2006) note that firms in these markets are now grooming a generation of well- skilled employees with a wide range of communication,

conflict resolution and negotiation skills. Khanna and Palepu (2005) further argue that employees of foreign firms are trained on how to systematically gather information on present and potential customer needs and how to use such information to respond to such needs and exceed them. This is unlike developed markets that possess a highly skilled labour force, achieved, largely, through massive investment in education over the past decades (Sheth, 2008). Thus, the preceding statements show that for international service firms who operate in emerging markets, building fundamental skills of employees can enable them to meet the needs of customers and even exceed their expectations.

2.3 Nigeria and Its Culture

Even though emerging markets have certain common characteristics, they can also be diverse (Pillania, 2008). For instance, in relation to an emerging market like Brazil's which has a nominal GDP of \$1.2 trillion, Nigeria has a nominal GDP of \$5 billion (AFDB, 2014). However, Nigeria was declared the biggest market in Africa, with a nominal GDP of \$510 billion, surpassing the pedigree of rising sub-Saharan African emerging markets like Ghana, South Africa and Kenya (AFDB, 2014). Nigeria is considered to be the most populous nation in Africa and further accounts for over half of the population in West Africa (Emeriole, *et al*, 2013). Additionally Nigeria is considered one the countries in Africa with the widest variety of natural resources (AFDB, 2014).

Nigeria's natural resources include, crude oil, tin, coal, iron ore, lime stone, natural gas and zinc. These resources both human and natural have attracted manufacturing and service firms from different developed markets (Soludo, 2009). Thus a study contextualised in the Nigerian setting can shed more light on how firms with their headquarters in developed markets transfer their service culture to their subsidiaries in emerging markets, like Nigeria. However, the country is balanced between ethnic groups; therefore there are some dimensions that are useful for the formation of organisational cultures in Nigerian workplaces. These dimensions include social support, accommodation at workplaces, religious referencing, respect for elders, and ethnic diversification (Ahiazu, 1999). These dimensions are further discussed below.

2.3.1 Social Support

In certain circumstances in the Nigerian setting, social support is a highly valued indigenous cultural practice. The way it is practiced is usually in line with the comprehensive, cooperative and communal orientation of the Nigerian culture and this has a reciprocal connotation (Ngokwe, 2005). Individuals in families, clans or tribes, and communities cooperate to provide social support to members at any given point. Social groups are also formed for the purpose of providing social support. In recent times, such groups have transcended beyond tribal boundaries and sometimes run as cooperative societies. These groups provide social support to members in need in the form of personal services and attendance of their social events in order to comfort and facilitate with them as the case may be. Material assistance is also provided.

Social support received also reflects social acceptance and recognition of the individual. Furthermore, this is a form of esteem and social rating within the community. As a result of the benefits obtained from this practice, social support enhances individual reciprocal of commitment as well as loyalty to cultural/religious groups. The practice of social support in Nigerian culture is also applied in work organisations in order to elicit organisational commitment and ultimately, improve work performance. Ahiazu (1999), notes that a Nigerian employee who receives social support from his/ her workplace is likely to reciprocate through the increase of his/ her performance. Social support in the organisational context can be in the form of attendance of supervisors and colleagues at a subordinates social event, supervisor understanding and the provision of logistics to staff. This in turn fosters reciprocal attachment from the staff. Emerole, *et al.*, (2013) argue that support can save a lot of man hours which can be lost as a result of stress and ill- health of employees arising from complex and diverse social responsibilities particular to the Nigerian culture. Therefore, for international service firms who operate, or have plans to operate, in a country like Nigeria, it is essential to provide social support to employees in order to enhance commitment and reciprocal attachment of their employees.

2.3.2 Accommodation within the Workplace

In the context of traditional self-employment Nigerians live on their farms or on their fishing grounds or even have their workshops within their place of dwelling. Therefore they don't need to go far to work as is the case in most modern industrial work organisations (Emeriole, *et al.*, 2013). Living in the workplace affords an employee the opportunity to have more resources, especially social resources for the job. The hard working nature of Nigerians in self-employment as observed by Ahaizu (1999), can be attributed in part to the fact that working and dwelling places cannot be separable. Therefore it is reasonable to believe that living together in a modern work place is in consonance with these presumably high- performance- generating traditional work features.

In addition, accommodation within the work place can encourage employees to offer emergency services or overtime services if and when necessary (Emerole, *et al.*, 2013). For Nigerians who are noted for familyism, effectivity providing accommodation or easy means of transportation to and from the work place will likely eliminate anxiety of employees over families. Therefore, employees will have time for over-time work and will be able to assist their co- workers. Providing adequate means of transportation for employees can avoid exhaustion of workers associated with commuting within most Nigerian cities (Ngokwe, 2005). The energy saved can also be used in the workplace (Emerole, *et al.*, 2013). Thus, for international service firms who operate, or intend to operate, in a country like Nigeria it is fundamental to support accommodation in the workplace of employees in order to improve workplace performance.

2.3.3 Religious Referencing

The Nigerian culture is mystical (Nduka, 1961; Ogunniyi, 1989). It is a culture that has been extended to the acceptance of, and practice of, both Christianity and Islam which have become powerful motivating factors for the behaviour of Nigerians (Ngwoke, 2005). In the context of Nigerian culture, control, social order, and moral rectitude are elicited from individuals based more on religion than impersonal laws and reason, contrary to Western culture and in most western organisations (Ahiazu, 1999). The fear of punishment from the supernatural is an effective deterrent to immoral behaviour and conduct (Nduka, 1961). The remarkable success and growth of religion in Nigeria, specifically

Christianity and Islam, is an indication of how religion is influential in the everyday lives of Nigerians. Emerole, *et al.*, (2013) note that religion is now a melting pot for most Nigerians, as a result, allegiance and cooperation have been elevated above tribal affiliation in organisations.

Some behaviours are highly emphasized by some religious groups while others are neglected or ignored in relation to the norms and values of these religions (Nduka, 1961). In view of the above, the influence of religion on Nigerians can be exploited to enhance organisational culture. For example Ahiazu (1999) argues that the group membership of a religious group can influence behaviour and membership of a group conveys information about the characteristics of the individual. A typical example of this is that the trustworthiness of a prospective employee is determined by religious group membership (Emerole, *et al.*, 2013). Consequently, trustworthiness in the Nigerian context can be assured by invoking religious faith. In Nigeria recommendations and guarantees from respected and recognised pastors, priests or imams at recruitments will likely mean that an employee is honest, dependable, committed, performs well, trustworthy, and is faithful in his/ her workplace. This contextual approach is consistent with the suggestion of Ahiazu (1999), that the induction of new workers into workplaces should include an oath-taking ritual. Hence, for international service firms who operate or have plans to operate in an emerging market like Nigeria the application of a faith-based approach in the employee selection process can enhance employee honesty, dependability, performance and commitment.

2.3.4 Respect for Elders

Age is highly regarded within the context of the Nigerian indigenous culture. Every person is accorded respect by the younger people in his/ her family, community and other groups in society. Respect of elders can be demonstrated through obedience and running of errands for them. It is generally regarded as good conduct, and is mostly rewarded spiritually through blessings, and is sometimes also rewarded materially. Similarly in matters pertaining to leadership, gerontocratic practices, such as the principle of elders first, continue to prevail in most Nigerian communities.

In other words, the authority of a member of a social group in social settings increases as the age of the member increases (Ogunniyi, 1989; Ahiazu, 1999). The eldest member of the group has the most authority and therefore assumes leadership of the group, or in certain cases leadership is delegated to the next eldest. Similarly, loyalty to the leader of the group increases with the age of the leader. The practice of child rearing in Nigerian communities, where every adult within the neighbourhood can contribute to the discipline of the child, greatly reinforces the leadership tradition. The regard for age can also be noticeable in informal relations in modern workplaces where the phenomenon is formally recognised. Emerole, *et al.*, (2013) note that it is important to increase the age and social ratio between the supervisor and the employee as an aspect of organisational culture, which can lead to an increase in organisational performance in Nigerian work places. Therefore, for international service firms who operate, or intend to operate, in a country like Nigeria increasing the social and age ratio between supervisor and employee can enhance workplace performance.

2.3.5 Ethnic Diversification

Nigeria has numerous and diverse ethnic groups (Ogunniyi, 1989; Emerole, *et al.*, 2013). Ethnic affiliation in Nigeria is believed to have a profound negative effect on work output. Ahiazu (1999) notes that experience has shown that Nigerians are excessively affective particularly towards relatives or kinsmen and this has further enhanced indiscipline and encouraged lack of commitment in workplaces. Therefore, it is likely that the careful diversification of ethnic composition of the workforce in Nigerian workplaces will promote competition and effectively facilitate workplace discipline, and therefore improve organisational performance. It has also been well- supported that workforce diversity promotes organisational performance (Showbridge, 2006; Pitts and Wise, 2010). Hence for international service firms who operate, or plan to operate, in a country like Nigeria diversification of their workforce can enhance performance.

2.4 The Nigerian Hospitality Industry (The Nigerian Hotel Industry).

The Nigerian hotel industry has been a key driver of the Nigerian economy and has therefore significantly evolved over the years (Akpabio, 2007). Consequently the hotel industry can be regarded as one of the oldest service sectors in Nigeria, with over forty years of outstanding history (Sanni, 2009). The hotel industry in Nigeria has also contributed N680.1 million to the Nigerian economy between 1980 and 1984 (using 1984 constant basic prices for both periods) (Central Bank of Nigeria, 2003). More so, with the full expression and commitment to pursue liberalisation by the Nigerian government in 1988 (Jerome, 2008), the contributions of the Nigerian hotel industry have risen significantly. Specifically, since the privatization of key government institutions and the liberalization of key sectors of the Nigerian economy, the Nigerian economy has attracted foreign direct investment. The Nigerian economy witnessed the emergence of several foreign owned firms in different sectors, which further spurred competition. A reflection of this can be seen in the steep rise of contributions made by the Nigerian hotel industry to the Nigerian economy, for instance in the year 1990, contributions from this sector amounted to N477.9 million, however this significantly moved up to N591.9 million in the year 2000 (Central Bank of Nigeria, 2003). Equally, there was a significant jump from N1.95 billion in the year 2004 to N2.39 billion in the year 2006 (using 1990 constant basic prices) (Central Bank of Nigeria, 2006).

Despite its increasing contribution to the Nigerian economy, the industry still has enormous challenges that potentially affect the services of players in the industry (Sanni, 2009). It has been reported that firms in the hotel industry in Nigeria are faced with issues such as political instability (Akpabio, 2007). The Nigerian economy has not been stable over the years; specifically, the economy has been affected by incessant changes in government as a result of military coups (Amadi, 2008a). Policies made by these successive governments have also determined many of the directions that the Nigerian hotel industry has taken, specifically this has affected the risk of investments, in an industry that is capital intensive and requires a long period of time to recoup money invested (Gale and Odgers, 1990). Coupled with this challenge is the issue of insecurity i.e. extremism and militancy, which has affected operations of businesses such as hotels in Nigeria. This has unfortunately become increasingly hostile (Gado, 2015), because facilities such as hotels have been considered prime targets by

members of extremists groups and militant groups. Corruption is also high in Nigeria and has taken its toll on several businesses in the hospitality industry as well as on the national economy (Sanni, 2009).

Considering the potential effect of political instability on businesses like hotels in Nigeria, hotels also operate in an environment with many problems that stem from cultural, religious and social factors such as strong religious and cultural affinity (Emeriole, *et al.*, 2013). For instance, individuals have strong attachments to their cultures and community. Thus it is not unusual for individuals to show allegiance to their indigenous cultures and their values (Ahiazu, 1999), which also determines how tasks and responsibilities, and which ones can be performed by employees in the industry (Sanni, 2009). Under such circumstances, employees have difficulty in managing their work tasks and responsibilities with their religious and cultural values (Emeriole, *et al.*, 2013). In addition, individuals have strong ties to their family members and relatives (Karatape and Kayode, 2009). Therefore it is not uncommon for Nigerians to provide social care to their elderly parents, or vice versa, for the elderly parents to live with their adult children and other relatives (Karatape and Magaji, 2008). The task of taking care of such elderly parents and relatives usually falls on the individuals who have paid jobs in sub-Saharan countries, thus creating a noticeable source of stress and deviation in the work domain (Karatape and Kayode, 2009). This is also revealed in a recent empirical study by Karatape and Magaji, (2008). Frontline hotel employees in Nigeria are faced with elevated levels of social responsibilities which often conflict with their work tasks and responsibilities. Thus, these responsibilities negatively affect their performance, commitment and quality of services to customers (Sanni, 2009).

Among other problems faced by the Nigerian hospitality industry, is the slow pace of infrastructural development, such as the erratic power and water supply. This affects the quality of service provided by industry players to both their employees and customers (Amadi, 2008a). Consequently, poor services and unprofessional behaviour by employees in the industry is still prevalent and this is mainly attributed to the lack of knowledge, skills, and relevant qualifications (Awoseyin, 2007). In spite these characteristics and shortcomings investors, specifically from developed markets still consider the Nigerian hotel

industry an attractive market, due to its large market size and prognostic projections which have revealed a continuous growth of the industry as a result of liberalisation (Soludo, 2009). There are about eighteen foreign owned hotels in Nigeria (Gado, 2015). Having discussed the growth and contributions as well as the challenges of the Nigerian hotel industry, as well as the state of the industry, it is surprising to note that no study has attempted to investigate the internal service quality of hotels and the way in which hotels align these elements of internal service quality to enhance the productivity, commitment, skills, knowledge, performance and loyalty of employees. It is an attempt to cover part of the aforementioned gap that motivates this thesis. Precisely, as this thesis investigates how foreign owned hotels with headquarters in a developed market transfer their service to their subsidiary in an emerging market like Nigeria.

In addition, this researcher has access to the cases within the Nigerian hospitality industry, understands the language and has exposure to the process of identifying and approaching cases. Also, as a result of the similarity in nationality with the proposed participants, the respondents will feel more comfortable discussing issues and answering questions than they may otherwise feel if the researcher was from another country.

2.5 Conclusion

In conclusion, this section discusses the notion of emerging markets as well as the increased interest in research and explanation for emerging markets (London and Hart, 2004; Ramamurti, 2004; Meyer, 2004; Khanna and Palepu, 2006; Pillania, 2008). This is because these markets can offer the opportunity for the development of new theoretical contributions in the field of services marketing and management research (London and Hart, 2004). Burgess and Steenkamp (2006) specifically note that there is now widespread evidence that suggests the uncritical application of western management concepts in the context of the emerging markets, as these are often fraught with difficulties, due to their distinctive features. Thus, Meyer, (2004) notes that it is now necessary to consider, from a research perspective, qualitative empirical studies, which highlight the rise and growing relevance of these markets. Similarly Hooke

(2001), states that scholars must continue to develop well- established services marketing as well as management concepts and theories within the context of emerging markets. By doing so, we will be able to confirm, refine, and enhance our existing pantheon of theories, concepts and approaches. Thus in light of these assertions and as noted earlier, this study will be conducted within the context of emerging markets.

Consequently, this section of the thesis has provided some major features of emerging markets. The context of Nigeria was also discussed and a justification for conducting this research within the Nigerian market context was highlighted. As noted in the beginning of the chapter, Nigeria was declared the biggest market in Africa, with a nominal GDP of \$510 billion, surpassing the pedigree of rising sub- Saharan African emerging markets like Ghana, South Africa and Kenya (AFDB, 2014). Hence, a study conducted in the Nigerian setting can provide more into insight how firms with headquarters in developed markets transfer their service culture to their subsidiaries into a country with an emerging markets, such as Nigeria. Similarly, a section of the literature review identified social support, accommodation in work places, religious referencing, respect for elders, and ethnic diversification as fundamental cultural determinants that can be relevant to the management of organisational performance in Nigeria, thus these dimensions can improve performance in organisations in Nigeria (Ngokwe, 2005). Finally, the contributions of the hospitality industry to the Nigerian economy as well as the state of the industry were discussed. This also provides a justification for the selection of the industry in this research. As noted earlier despite its growth, contributions, and challenges to the Nigerian economy, no study has reported how hotels design and implement elements of internal service quality in relation to the Nigerian context. Thus this research is an attempt to cover part of this gap. Specifically, by investigating how foreign owned firms with headquarters in countries with developed markets transfer their service culture to their subsidiary in a country with an emerging market such as Nigeria.

CHAPTER THREE: LITERATURE REVIEW

3.0 Introduction

This chapter reviews the literature related to the main concepts, constructs and framework that underpin the study. Thus, the chapter is organised as follows. Given that the overall topic is service culture, a general overview of culture is provided first. Issues relating to culture formation, and the importance of culture in organisations, are also discussed. Afterwards, the concept of service culture is considered and discussed. Consequently, the theoretical framework and more specifically elements of internal service quality which resonates with the perspective taken on the concept of service culture is presented. The next part of the chapter also provides a theoretical underpinning of the sub- research questions based on the elements of internal service quality in the service profit chain model (Heskett, *et al.*, 1994, 1997). Therefore, the section conducts a systematic review of the service profit chain framework, more specifically elements of internal service quality within the context of emerging markets, like Nigeria and provides its implications. This is because the services marketing literature acknowledges that those elements facilitate the development of service culture (Gronroos, 2007; Zeithaml, *et al.*, 2009).

3.1 Culture- An Overview

Primarily, the study of culture has its roots in anthropology and has subsequently been extended to the organisational context about thirty years ago (Denison, 1996). Consequently, various definitions of culture exist in the management and marketing literatures. For instance Schein (1991:9) reveals that “culture is a pattern of basic assumptions, invented or developed by given groups of individuals as they learn to cope with their problems of internal integration and external adaptation that has worked well enough to be considered valid- therefore this is taught to new members of the group as the correct way to perceive, understand, think and relate to problems”. Furthermore, Trice and Beyer (1993), argue that culture refers to beliefs, norms, values and symbols shared by a group of persons. Among culture scholars two specific contexts have received the most attention. These are organisations and

nations; this is because both types of cultures are highly interdependent of each other (Kalkschmidt, 2013). Similarly there have been various studies that have considered the conceptualisation, measurement and the impact of both organisational culture and national culture (Deal and Kennedy, 1982; Hofstede, 1983; Schein, 1985). This research will focus on service culture which is a subset of organisational culture and national culture.

3.2 Organisational Culture

The concept of organisational culture can be referred to the deep structure of organisations that is rooted in the values, norms and assumptions held by the members of the organisation (Denison, 1996). Deshpande and Webster (1989) refer to the concept of organisational culture as the pattern of shared beliefs and values that enables members to understand how an organisation is functioning and therefore provides them with norms for behaviour in the organisation. Furthermore, Davis (1984) defines organisational culture as the pattern of shared values and beliefs that provides members with institutional meaning and provides them with rules for behaviour within the organisation. Organisational culture, therefore, denotes the patterns of assumptions in an organisation, and the values that lie underneath what the organisation expects and supports. These are the norms that reinforce the practices, procedures and policies of the organisation, which also provides guidance to the behaviours of members of the organisation (Schneider, 1988; Anitha and Farida, 2016).

In addition, the concept of organisational culture has also been described as a layered construct that has shared behavioural expectations and norms, which represent an outer conscious layer, and assumptions and values which represent an inner layer that is less conscious of the members of the organisation (Rouseau, 1990; Hatch, 1993; Schein, 1992; Whelan, 2016). From an in- depth perspective, culture can be referred to as basic values and assumptions and from a more observable perspective it can be seen through the behavioural patterns, norms, and style of members in the organisation, which new members are also encouraged to follow (Anitha and Farida, 2016). Schein (1985) also introduces a new component to the concept of

organisational culture and refers to it as artefacts. These largely include arrangements, language, stories, and rituals (Trice and Beyer, 1993).

While some scholars have studied the concept of culture through focusing on the manifestation of culture i.e. behaviours (Trice and Beyer 1993; Schneider *et al.*, 2009), other scholars have focused on the deeper layers of culture i.e. assumptions and values (Schein, 1985). However, it has been argued that for a comprehensive understanding of organisational culture, it is necessary to consider a holistic perspective i.e. to focus on both the deeper layer as well as the more visible layers such as behaviours (Sackman, 1991). These scholars argue that it is fundamental to both fully audit an organisation's culture as well as understand how culturally conditioned processes result in performance outcomes for organisations (Hatch, 1993; Saffold, 1988). These arguments further reinforce the major motive of the current research. Precisely as the current research aims to investigate internal service quality elements hinged on organisational values and assumptions that enhance positive employee attitude and behaviour within a specific cultural context.

3.2.1 Culture Formation in Organisations

Schein (1990) argues that within organisations the values and assumptions of leaders are fundamental in the development of culture. The development of culture often involves the modelling presented by leaders or key figures that enable members to identify with them and internalise their assumption and values (Schein, 1990). The values, assumption, and beliefs of key figures or founders therefore offer a clear model of how the organisation should function (Schein, 1990).

While founders of the organisation continue to attempt to embed their values within the organisation, the culture of the organisation may also be driven by the external environment. As such, over-time, the culture of the organisation may increasingly come to reflect not only the values of the founders and leaders, but the beliefs and assumptions of the environment (Whelan, 2016). This is because practices that form the organisational culture of a firm will be developed in response to the environment (Bellin and Pharm, 2007). This is

largely directed towards meeting the requirements imposed by the host environment (Denison, 1990). Thus, the environment plays an important role in the development of organisational culture (Bellin and Pharm, 2007). The arguments presented by these scholars form part of the main motive of the current research. Specifically, as the current research focuses on how service firms transfer the service aspect of their organisational culture into a different environment, considering the influence of unique environmental factors on organisational culture (Kalkschmidt, 2013).

3.2.2 The Importance of Managing Organisational Culture

The concept of culture has been empirically investigated and widely theorised to demonstrate its influence on performance (Barney, 1986; Homburg and Pflesser, 2000). The way in which culture affects performance can be described in the following manner. Culture creates a collective identity that enables its members to associate themselves with the mission and policies of the organisation and feel that they are a part of it (Hofstede, 1998; Peters and Waterman, 1982). Specifically, when key figures in the organisation promote a set of values, they also create a social energy that influences the behaviours and attitudes of members. This influence on attitude and behaviour primarily occurs through the formation of acceptable and unacceptable norms of behaviour, which makes it clear for members of the organisation, what they should do in a given situation (Kotter and Heskett, 1992; Schein, 1990).

Furthermore, the formation and enforcement of group norms can be described by social influence (Sussman and Vecchio, 1992). The social influence exerted on a group is normally recognised at the development stage where enforcement of norms to control the group's behaviour is prominent (Hackman, 1992). However, these norms enable the members of the organisation to work together to meet the needs of the customers and equally respond to external pressures (Schneider and Bowen, 1995). Therefore, culture provides control and structure, without necessarily relying on formal controls, which can reduce creativity and motivation (Jaworski, 1998; O' Reilly and Chatman, 1996).

Jaworski (1998) argues that many aspects of organisational life cannot be formally controlled. Therefore formal controls may not precisely achieve all the goals the organisation requires, particularly when behaviours of members and outcomes cannot be effectively monitored. Belief systems, shared norms and shared views can ensure that the actions of members of the organisation remains consistent with the goals of the organisation even when formal controls within the organisation are not available for monitoring the behaviour of members (O' Reilly and Chatman, 1996; Kubicek, *et al.*, 2017). The preceding statement heightens the value of promoting cooperative effort between employees and management in firms, which is also the essence of the service profit chain model (Heskett, *et al.*, 1994, 1997). Thus this research supports the fostering of a good relationship between management and employees to enhance the development of service culture (Grönroos, 2007).

3.3 Service Culture- The Role of Internal Marketing

Many internal marketing scholars have found evidence supporting the view that internal marketing was a major element of service culture and fundamental to the success of a firm in the service industry (Grönroos, 2001; Lings, 2004; and Buswell, *et al.*, 2017). This is because it is a requisite for effective external services marketing (Ostrom, *et al.*, 2010), as it ensures service firms focus on the internal market (employees) in parallel to those of its external market (customers). Internal marketing scholars, therefore see the concept of service culture as an effort to provide all members of an organisation with a clear understanding of the corporate mission and objectives as well as with training, motivation, and evaluation to achieve the desired objectives (Lings, 2004). Specifically, Shiu and Yu (2010), argue that internal marketing views service culture as a process of creating conditions within the organisation where employees are best motivated for service mindedness and customer oriented behaviours by an active, marketing like approach, where marketing- like activities are used internally. This enables employees to develop a service consciousness and customer oriented behaviour, thus allow the firm to fulfil its desired objectives (Grönroos, 2007).

Many marketing scholars state that the establishment of a service culture, from the internal perspective is based on the concept of internal marketing- customer

orientation. Enhancing the consciousness of customer orientation is the key to the success of internal marketing. Thus internal marketing can allow an organisation to create a service culture that address the ever- changing problems of adapting to a new external environment, this is because it allows the firm to know the views of its employees and how they perceive the treatment they receive with their everyday work. Similarly, as service firms expand geographically into other markets, internal integration of organisational resources, personnel, and policies to support external adaptation will be fundamental in the development of a service culture (Shiu and Yu, 2010). This is also a justification for the selection of the definition of service culture in this research, specifically from an internal customer perspective (Grönroos, 2007; Seibert and Lingle, 2007). However, scholars have provided a plethora of definitions of the concept of service culture and this is presented in the section below to show the richness of the concept.

3.4 Definition of Service Culture

The concept of service culture has been referred to as a specialised culture within the broader concept of organisational culture (Teare, 1993; Zerbe, *et al.*, 1998). Consequently, many scholars and theorists in the services marketing literature have referred to the importance of service culture; very few have defined the concept. However, a review of the service culture literature by Lytle and Timmerman (2006), identifies a number of dimensions associated with the concept. Nonetheless, in the midst of the definitional problems, a number of descriptions have outlined some common key elements that appear in many of the proposed definitions of service culture. As such, the chronological review of definitions presented in

Table 3. 1 have not been altered in major ways in order to demonstrate the richness of the concept and how these scholars have defined service culture in their research. These scholars have also carried out extensive research on the concept from a service marketing background and other related disciplines, which include management, human resource management, and quality and reliability management. The chronological definition of the concept, presented below also reveals this;

Table 3. 1 Definitions of Service Culture

Author and Year	Definition	Key Components in Definition	Discipline
Heskett <i>et al</i> (1994: 168)	A corporate culture centred around service to customers and fellow employees.	Corporate culture, service, customers, employees	Services Marketing
Mouawad and Kleiner, (1996:49)	A phenomenon that underlies the values and norms of employees. This also provides the behavioural norm in the organisation and can be quantified in terms of widely shared and strongly held values about customers by the service firm's employees	A phenomenon, values and behavioural norms, organisation, widely shared values and strongly held values	Services Marketing
Kupers (1998:337)	Shared, norms, values, beliefs, and philosophies which provide a detailed description of services that meet the needs of the customer i.e. what is to be done for the customer, and how this is to be achieved	A shared phenomenon, norms, values, beliefs and philosophies, achieving and satisfying customer needs	Management
Chan (2000:456)	A set of shared values, beliefs and behaviour patterns, the core identity of a service organisation, and informal, unhidden forces, as well as unwritten and unconscious messages. In addition to the problem solving behaviour, which serves as a normative glue holding the service organisation together	A shared phenomenon, values, believes, behaviour patterns, problem solving behaviour, the glue that holds the service organisation together	Management

Korczynski (2002:110)	A common set of elements, values, norms, assumptions, and patterns of activities that match the policies and procedures of delivering service, that enable the firm to gain/ maintain a competitive advantage	A phenomenon, common sets of elements, assumptions, values and norms, and a pattern of activity, which enable the firm gain/ maintain a competitive advantage,	Human Resource Management
Per Skalen and Tore Strandvik (2005:2)	A culture of consistent and coherent service excellence, which helps employees to understand the overall service goals and values of the organisation, with specific emphasis on instilling critical values and beliefs (such as customer orientation)	A culture of consistency and coherence, that understand service goals and values, and instils critical values and beliefs	Services Marketing
Lytle and Timmerman (2006:136)	A shared phenomenon that ensures normative order, management style, and problem solving behaviour in service organisations, all of which are imperative for the success of the service firm	A shared phenomenon, normative order, management style, and problem solving behaviour, which are all imperative for the success of the service firm	Service Marketing
Grönroos (2007:418)	A culture where giving good services is appreciated, more specifically, providing effective and efficient services to internal customers as well as the ultimate external customers is considered by everybody to be a natural way of life and the most fundamental value	Appreciation of good services, providing good services to internal as well as external customers as a natural way of life, and an important value	Services Marketing
Seibert and Lingle (2007:35)	As a business that places service as the emphasis of their organisational culture, and satisfies the	Service as the emphasis of organisational culture, satisfying needs and wants of internal and	Services Marketing

	needs and wants of internal customers and external customers	external customers	
Oonchareon and Ussahawanitchakit (2008:13)	A tool for understanding the service behaviour in an organisation. This also provides members with the acceptable norms, values and beliefs in the service organisation	A tool, service behaviour, provides norms, values and beliefs for members	Quality and Reliability Management

These definitions are presented chronologically, and highlight major elements such as assumptions, values, behaviours, and norms. The following section will provide a detailed discussion of these elements.

3.4.1 Elements of Service Culture

The fundamental elements currently identified in the literature include assumptions, norms, values and behaviour (Trice and Beyer 1993). Therefore the following sub- sections will discuss these elements in relation to service culture and differentiate them from one another.

3.4.1.1 Assumptions

Assumptions are vital beliefs held by members about how the world operates. Thus assumptions can be referred to the organised pattern of knowledge held by individuals to be true about the world. Within the context of service culture, assumptions can be seen to encompass the understanding of the organisation or members of a group regarding service quality (Farndale and Sanders, 2017). Korczynski (2002) suggests that service firms are founded on assumptions about employees, customers, competitors, and societal requirements. From these assumptions, certain values develop regarding the right things to do.

Schein (1985) also suggests that assumptions underlie values. Literally, this means the values of members of an organisation are primarily shaped by what they assume to be true. The shaping of values occurs through the processes of proactive manifestation, through which assumptions provide expectations (Hatch, 1993). Consequently, within the service culture context generated expectations influence the thoughts, feelings, and perceptions in the

organisation and further influence the extent to which service quality is considered a worthwhile goal to strive for (Farndale and Sanders, 2017).

3.3.1.2 Values

Even though some variations exist in the conceptualisation of values by researchers in the various fields of learning, there is still some consensus on the nature of values. Kluckhohn (1951), notes that values are conceptions, explicit or implicit, which are distinctive to an individual or unique to a group and influence its selection from available, means, modes and ends of actions. Building on this idea Rokeach (1968) defines values as ideals that represent beliefs about modes of conduct or ideal terminal modes of members of a group in a specific context. While, a strong service culture in any organisation consist of values that consistently provide high quality service, not all values may be relevant for the development of service culture in every service context (Dobni, 2002). This statement further highlights the need to undertake the current research.

While values may appear similar to assumptions there are some variations between the two concepts. An assumption can be referred to an idea about the workings and the nature of different aspects of reality; it is an organised pattern of knowledge held by an individual considered to be true about the world (Rokeach, 1968; David, *et al.*, 2016). Value on the other hand, reflects an idea of what the individual or a group of members should pursue because of its perceived benefit. Therefore values are beliefs which offer an elaborate and generalised justification for both appropriate behaviours and for the actions and functions of the organisation (Katz and Khan, 1978). However, it is vital to note that values are not synonymous with behaviour. Values are ideas about preferred ways to act, while behaviours are actions. Even though values theoretically offer the rationale for behaviours, values are only several factors that can affect behaviour (Jaworski, 1998).

3.3.1.3 Behaviour

Behaviours are the most visible layers of culture and refer to the actions of members of an organisation (Feldman, 1984; Bettencourt, 2003). Within organisations behaviours can be related to the interactions between members

of an organisation or can be related to the actions directed at customers (Yoon and Suh, 2003).

While behaviour has widely been seen as an individual phenomenon within organisations, theoretical support for the consideration of behaviour on a group level can be found in the marketing literature (Jaworski, 1988; Schneider and Goldstein, 1995; Aitha and Farida, 2016). These streams of literature demonstrate that social interaction often results in the convergence of individual perceptions and behaviours (Hardin and Higgins, 1995; Kubicek, *et al.*, 2017), and thus support the notion that behaviour can be assessed at the organisational level. Yoon and Suh (2003) note that, overtime employees within an organisation become similar in their dispositions and subsequently more homogenous in behaviour (Schneider and Goldstein, 1995). This is essentially because members in an organisation are affected by the same situational influences (Seibert and Lingle, 2007). Therefore, management actions that support internal service quality can converge attitudes of employees to enhance the development of service culture (Grönroos, 2007). Precisely, since actions of internal service quality are directed at the service firm and its members and include exchanges that occur at the organisation- employee interface, the employee- organisation interface and the employee- employee interface (Lau, 2000). This is also the essence of the service profit chain (Heskett, *et al.*, 1994, 1997), thus this further provides a justification for the selection of the model for the current research.

3.3.1.4 Norms

Norms can be referred to as informal rules adopted by groups to regulate and regularise the behaviours of members (Flynn and Chatman, 2003). Norms can also be described as the expectations of any given role. Seen differently, an organisational norm refers to the expectations with regards to the behaviours of members sanctioned by a group or the organisation. Therefore it has a specific “must” or “ought to” “quality” of how to do things (Hackman, 1992). Norms provide detailed expectations in relation to actions that need to be performed in order to arrive at the organisation’s preferred outcome.

Within organisations there are acceptable standards of behaviour that are shared between members of different groups for a particular role, and the failure of a member to meet the expectations of the role, will ultimately result in an attempt to correct the member's behaviour (Feldman, 1984). The interpretation of how a group member is supposed to behave in a given situation determines the likelihood that the members will engage in particular types of behaviours (Hackman, 1992). In other words, norms derived from the values of the organisation make explicit the form of behaviour appropriate for members of the organisation (Katz and Khan, 1978; Whelan, 2016). Norms also vary from values by a higher degree of specificity and a higher relevance of actual behaviours (Katz and Kahn, 1978). Norms are also more likely to be formed and enforced with regard to outcomes that have a better significance for the organisation, for instance, behaviours that can enable the firm to fulfil or achieve a collectively desired outcome (Feldman, 1984). Thus, strongly held values are likely to be represented in stronger norms to ensure that a desired outcome is achieved (Farndale and Sanders, 2017). This is because norms regulate the behaviours in the service firm and enhance the provision of high quality service, which is fundamental in the development of a service culture (Zeithaml, *et al.*, 2009). However, norms have been described as context specific expectations, prescribing what employees do or expect in a specific role or context (Kalkschmidt, 2013). Therefore, as service organisations increasingly expand their services into different markets (Bellin and Pham, 2007), the same organisational norm can have different outcomes (Kalkschmidt, 2013). This statement further reinforces the need to undertake the current research.

3.4.3 Adopting the Definition of Service Culture in this Research

While this research acknowledges the elements of service culture discussed in the preceding section are fundamental to service culture, research has demonstrated that assumptions and values are deeply held, intangible, and difficult to gauge (Schuler and Huber 1990; Colm and Caru, 2016). Consequently, norms are the agreed standards which are primarily supported by the values of a service firm and make explicit the form of behaviour appropriate for employees (Seibert and Lingle, 2007). Similarly, the services marketing perspective provides that service firms showed more differences in

behaviour (Grönroos, 1990). Yoon and Suh (2003), note that behaviours are the most visible layers of an organisation's culture. This is because behaviours can be expressed through the actions of employees or the practices of an organisation (Grönroos, 1990).

Kale (2007) notes that in order to assess the unique behaviours or characteristics of an organisation it is fundamental to investigate certain practices such as workplace design, job design, employee selection and development, employee rewards and recognition and tools to serve customers. This is because these practices also influence behaviours of employees and have been identified in the services marketing literature as important to delivering quality service to both employees and customers (Van Den Berg and Wilderom, 2004; Brown and Bitner, 2007; Grönroos, 2007; and Bakker and Demerouti, 2014). Ostrom, *et al.*, (2010), argue these practices are a fundamental part of value creation for both the service organisation and its customers. This further provides support for the view that service culture can be defined by the practices of the firm (Edvardsson and Enquist, 2002). Ostrom, *et al.*, (2010), further note that values are intangible to employees, but assume that service values are expressed, in part or full, through organisational practices, and can therefore be derived from the existing practices within a service organisation, department, or work unit. As such, the underlying values, assumptions, and beliefs of service culture are more than simply strategic priorities and goals. They appear in practice. Thus this study adopts the all-embracing definition provided by Heskett, *et al.*, (1994), Siebert and Lingle (2007) and Grönroos, (2007). This is because these definitions highlight two main implications for the service firm. First, good services and practices must be provided to both the internal and external customer. Secondly, management of service firms must pay extra attention to their relationships with their employees (the internal customer) who play a critical role in the service delivery process. Thus developing on the key points of these definitions, service culture can be seen as the service practices and processes that guide's the behaviour of employees and shape's the group sense of what is acceptable and valid in the service delivery process (Grönroos, 2011).

Beatson, *et al.*, (2008) further argue that indeed, as vital interfaces between the firm and customers, employee attitude, i.e. from job satisfaction and

commitment are fundamental towards providing effective and efficient services. Employee job satisfaction, loyalty, and productivity, primarily emanate from internal service quality of the service firm. Thus, service culture should be practiced to employees (internal customers). Specifically, this suggests that practices that underlie elements of internal service quality will help create and develop service culture and in turn help improve the quality of services (Zerbe, *et al.*, 1998; Grönroos, 2007), especially because it reflects how service is delivered (Zerbe, *et al.*, 1998). This further provides understanding of why service culture varies across service firms and why firms do actually distinguish from the mere illusions of uniqueness (Buswell, *et al.*, 2017). Thus greater dissimilarities in the content and processes of task completion across service firms in the same industry are also associated with greater variation in their elements of internal service quality (Vargo and Lusch, 2008).

Consequently, Rothe and Jackson (1995), in their study of banks, found that banks that have made internal service quality a top priority also promoted good service behaviour. This is because it ensures that everyone makes service quality a main concern, and regards customer satisfaction as an everyday mission. The findings from these empirical studies support the evidence that there is a win- win relationship for both the service firm and their employees when service organisations provide a satisfying internal service quality for employees (Lau, 2000). Precisely, because it ensures members of the firm understand the essence of the organisation, which further exerts a great effect on the hidden forces in the organisation, influencing performance and behaviour of members, possibly more so than the formal procedures and systems (Fleming, *et al.*, 2005; Colm and Caru, 2016). These assertions from this discussion reinforce the value of promoting practices that foster good relationships between service firms and their employees. Thus for service firms who intend to expand into new markets, promoting internal service quality can enable them to foster good relationships with their employees as well as customers. Even though, the elements of internal service quality are complex and vary in different service organisations (Xu and Van der Heijden, 2005). The services marketing literature acknowledges that service firms across many service industries implement the elements of internal service quality in the service profit chain model (Heskett, *et al.*, 1994, 1997), primarily because these

elements are requisites for the provision of excellent customer service (Lau, 2000; Liao and Chuang, 2004). Similarly, the services marketing literature also recognises that elements of internal service quality in the service profit chain framework (Heskett, *et al.*, 1994, 1997) can contribute to the development of a service culture (Silvestro, 2002; Zeithaml, *et al.*, and Bowen, 2016). As such, this research will focus on the elements of internal service quality in the service profit chain model (Heskett, *et al.*, 1994, 1997), exploring how foreign owned service firms with headquarters in a developed market implement these elements of internal service quality to enable them to transfer their service culture to their subsidiary in a country with an emerging market, like Nigeria.

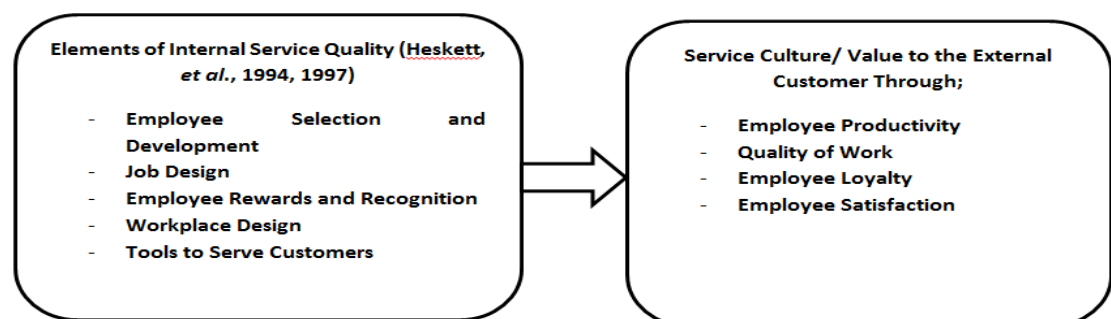
3.5 Theoretical Framework- Service Profit Chain

In 1994, Heskett, Jones, Loveman, Sasser, and Schlesinger proposed a model that reveals internal quality of service which includes job design, workplace design, tools for serving customers, employee rewards and recognition and employee selection and development) have the capability to effectively influence attitudes and behaviour of employees. Specifically, in ways that can improve the quality of services received by customers and enhance the performance of the organisation. Thus for the first time, this highlights the critical link between a service firm's employees and its customers. This is the essence of the model known as the service-profit-chain (Heskett, *et al.*, 1994). This primarily stems from the notion that if service firms, provide good treatment to their employees, the employees will in return provide a high level of services to external customers (Grönroos, 2007). This notion resonates with the essence of the current research. Heskett, *et al.*, (1997) further state that the service profit chain is a model that integrates leadership, procedures and processes, attitude and behaviour of employees and customer expectations, which often leads to profitability and growth. Heskett, *et al.*, (1997: 164) assert;

“Service organisations need to quantify their investments in key stakeholders- both customers and employees. The service profit chain model provides the framework for this critical task.”

The service profit chain framework is a well acknowledged framework that explains the sustainable competitiveness of many service firms (Lau, 2000). The framework acknowledges that a service firm's financial and market performance is directly linked to its relationships with both employees and customers (Heskett, 2002). The internal quality of service serves as the foundation of the model that ignites a chain of effects to a service organisation's growth and profit (Silvestro, 2002). Employee satisfaction creates employee loyalty, productivity and retention, which are the antecedents of external service value. External service value creates customer satisfaction (Anderson and Lehmann, 1994; Spinelli and Canavos, 2000), customer loyalty (Lai, 2005), and growth and profit for the firm (Silvestro and Cross, 2000). The unique nature of services, including the simultaneous production and consumption, intangibility of service process and outcomes, and customer involvement in service production (Acheampong and Asamoah, 2013), highlights the importance of the interaction between these two key stakeholders (i.e. employees and customers). This is an important premise of Heskett, *et al.*'s (1994; 1997) proposition of the service profit chain model. This further provides a justification for the selection of the model in the current research and specifically elements of internal service quality. The logic of how the elements of internal service quality enhance the creation of external customer value, as well as the development of a service culture is as follows:

Figure 3. 1 The Elements of Internal Service Quality in the Service Profit Chain Model



(Adopted from Heskett, *et al.*, 2008: 120)

The diagram above of elements of internal service quality in the service profit chain model can be seen as a connection that establishes relationships between the elements of internal service quality and employee satisfaction, loyalty, quality of work, and productivity in a service firm. Hence, the discussion below will be centred on the elements of internal service quality and the evidence of how it makes these connections.

Internal Service Quality Drives Customer Satisfaction: In the service marketing literature, many scholars such as Mak and Sockel, (2001); and Matzler, *et al.*, (2004), have found evidence supporting the view that organisations providing quality services to internal customers are generally successful, and that employee satisfaction can result in enhanced organisational performance. Specifically, service marketing scholars support the notion that employee satisfaction is strongly linked to internal service quality (Lau, 2000; Silvestro, 2002; and Bowen, 2016). Furthermore, service marketing scholars also agree that elements of internal service quality as proposed by Heskett, *et al.*, (1994, 1997) contribute to employee satisfaction (Gelade and Young, 2005; Wright and Bonnett, 2007; and Westover and Taylor, 2010). This is because these elements affect the feelings employees have towards their jobs, colleagues, customers and the service firm, which also enhances the development of a service culture (Grönroos, 2007; Zeithaml, *et al.*, 2009). The elements of internal service quality in the service profit chain model, as proposed by Heskett *et al.*, (1994, 1997), are as follows;

- ✓ **Workplace Design:** The services marketing literature reveals that a good workplace design has a positive effect on employee satisfaction and productivity (Steen, 2013; Skalen, *et al.*, 2015). Workplace design can be described in terms of physical and social attributes (Lau, 2000). The physical attributes incorporate both ergonomics and work flow in an organisation, which facilitates the optimization of the workplace layout (Bockerman and Ilmakunnas, 2006). As such, a service firm's physical settings, its design as well as its layout can affect an employee's behaviour in the workplace (Grönroos, 2007). Likewise, the social aspects of the working environment can also be a significant contributor towards greater employee satisfaction (Bitner, 1992; Steen, 2013;

Skalen, *et al.*, 2015). This is because this aspect relates to the ability to interact with colleagues, the degree of social equity and community in the workplace and the provision of a stimulating visual environment (Steen, 2013; Skalen, *et al.*, 2015). Thus, for service firms who intend to expand into new markets, ensuring both physical and social attributes of the workplace can facilitate greater employee commitment and productivity, in addition to the development of a service culture (Grönroos, 2007). Workplace design encourages teamwork among employees, which facilitates the emergence of service culture (Zeithaml, *et al.*, 2009). Likewise, the provision of poor equipment and unfavourable working conditions has been revealed to affect employee commitment and their intention to remain with the firm (Grönroos, 2007) as well as levels of job satisfaction (Bitner, 1992; Bockerman and Ilmakunnas, 2006).

- ✓ **Job Design:** The relationship between employee satisfaction and job design has been repeatedly demonstrated in the services marketing literature (Frimpong and Alan, 2013). Employee satisfaction and job design work in a cycle and are inter- dependent (Abid, *et al.*, 2013). Thus, job design has increasingly become a prominent strategy to improve the productivity and satisfaction of employees in contemporary service organisations (Velnampy and Sivesan, 2012). This is because job design helps the employees in their understanding of work, identification of task and its significance, independence, and feedback. This stimulates the employee's motivation, and by extension, their job satisfaction, which ultimately fosters the development of a service culture (Sem Pane, *et al.*, 2002). Therefore, for service firms who plan to go into new markets job design can be one of the most effective tools for optimizing employee performance and creating service culture (Christian, *et al.*, 2011). Ben, *et al.*, (2012) state that, the effect of job design on employee satisfaction should never be underestimated, and an attempt to assume that job design is irrelevant to productivity and performance is hazardous to the good name and long term survival of any organization because absenteeism, high turnover of labour and low performance will take their toll on the organization.

- ✓ **Employee Selection and Development:** In the services marketing literature, employee selection and development remains one of the complex issues in relation to job satisfaction (Grönroos, 2007; and Shook, 2010). Employee development enhances employee satisfaction and commitment within an organization, which motivates the employee to raise his/ her work performance. In their studies Stephen and Bowley (2007) and Kale (2007) reveal, a significant relationship between employee development and productivity which further led towards employee and customer satisfaction. As such, training can be regarded as a prerequisite for achieving a service culture (Grönroos, 2007), and has been utilised by the service sector to support the development of a service culture (Grugulis and Wilkinson, 2002; and Shook, 2010). This is because it is a formal way of communicating the desired message to employees and a means of emphasising what is really important to the service firm (Shook, 2010). Likewise, Kale (2007), states that the type of people recruited and selected sends powerful messages about the priorities of the job and the service firm. As there is a distinction between the employee and the task associated with a particular job, both have different personalities and the fit between the two is determined by the congruence between the two personalities (the job and the employee). Kale (2007), further argues that when the demands of the job or task match the characteristics of the worker, satisfaction is achieved. Therefore, for service firms that intend to expand geographically, recruitment, selection and development can be regarded as a starting point for establishing and developing a service culture through acquiring the right employees as well as raising performance (Grönroos, 2007).

- ✓ **Employee Rewards and Recognition:** In the services marketing literature, reward and recognition serve as the most contingent factor in keeping employees' self- esteem high and passionate (Frey, *et al.*, 2013; Bustamam, *et al.*, 2014). In their studies Chang and Sinclair, (2003) reveal that highly motivated employees serve as the competitive advantage for any firm because their performance leads the organization to accomplish its goals. Grönroos (2007) also argues that, the prosperity and survival of any organization is determined by how employees are

treated. Therefore, a number of organizations have gained enormous progress by implementing a business strategy hinged on a well-balanced reward and recognition system (Chang and Sinclair, 2003). This is most important today where it is crucial for every firm to meet its obligations, because in the current competitive business environment the performance of employees has a very critical effect on the overall achievement of the organisation (Bustamam, *et al.*, 2014). Thus, for service firms that plan to expand into other markets, reward and recognition can enable employees to infer the organisation's priorities through the management's appreciation of their performance, and its reward and recognition of their behaviours. As such this element can be a major mechanism for creating a service culture (Grönroos, 2007).

- ✓ **Tools for Serving Customers:** The services marketing literature certainly acknowledges that the provision of skills and efficient tools to serve customers is fundamental to the success of service firms (Kale, 2007; and Bakker and Demerouti, 2014). This is because employees are the repository of knowledge, skills, and abilities, which can't be imitated by competitors. Thus, if efficient technologies and products are provided to employees, this can increase their response to the diverse and changing needs of the customer (Bakker and Demerouti, 2014). This further boosts their degree of confidence and self-reliance; in turn it creates job satisfaction and high levels of productivity (Downey-Ennis, *et al.*, 2004). Likewise, a key justifiable factor that affects employee retention is the ability of the service firm to provide efficient and comfortable working conditions, including effective tools to serve customers (Bakker and Demerouti, 2014). This ensures that employees are comfortable at work, and improves their job satisfaction. Therefore for service firms who plan to go international, the provision of skills and tools can reinforce employee satisfaction, and as such, enhance the development of service culture in the firm (Shook, 2010). It is also an official way of communicating to employees the desired message and a means of emphasising what is certainly fundamental to the service firm (Gronroos, 2007).

Building on the argument above, provided by Heskett, *et al.*, (1994, 1997), the elements of internal service quality in the service profit chain model provides the much needed guidance about the complex inter-relationships between employee satisfaction, customer satisfaction, and the bottom- line- profitability (Lai and Yang, 2009). Likewise, research in services marketing and management has provided considerable evidence of the central role of elements of internal service quality in connecting the internal and external service parameters, as well as the development of service culture (Grönroos, 2007; Zeithaml, *et al.*, 2009). However, the theoretical underpinning of the linkages has not been well synthesized, from an emerging market perspective (Daniel, *et al.*, 2016), taking into consideration the contextual characteristics of countries with emerging markets (Sheth, 2011).

Specifically, services marketing scholars have failed to explicitly integrate the elements of internal service quality in the service profit chain model as a theoretical framework for understanding how foreign owned firms transfer their service culture from their headquarters to their subsidiary in an emerging market like Nigeria (Daniel, *et al.*, 2016). This neglect can be explained, in part, as due to the perceived non-viability of these markets (Viswanathan, *et al.*, 2010). However, with the recent growth of these previously neglected markets, there is an emerging scholarly interest and focus on the discovery of new and context- specific theories related to these markets (Sheth, 2011). Therefore, in an attempt to contribute to filling this gap, this research finds that it is fundamental to consider internal quality of the working environment, which contributes to employee satisfaction, loyalty, and productivity (Grönroos, 2007). More precisely, this study will focus on the theoretical constructs of internal service quality in the service profit chain framework, as stated earlier, this is because these elements enhance the development of positive relationships between the employee and the service firm, between the employee and other employees and between the employee and the customers (Heskett, *et al.*, 1994). Hence these elements are critical to the development of service culture in an organisation, as well as enhance the transfer of service culture to a subsidiary of the firm (Grönroos, 2007; and Zeithaml, *et al.*, 2009).

3.6 Standardisation Vs Adaptation of Services Internationally

The importance of harmony between a firm's service culture and the values of its employees suggests that the service organisation's optimum service culture in one country may differ from that of another nation or country with different values (Gehart and Fang, 2005; Ladhari, 2009). However, proponents of standardisation have drawn their arguments from the globalisation literature which suggests the homogenisation of markets and buyer behaviour (Tedlow and Abdelal, 2003; Dow, 2006). These authors have urged service firms to focus on the similarities of customers and employees around the world; as Levitt's (1983) article announced, service firms must learn to operate as if the world was one large market- ignoring superficial regional and national differences. Service firms are therefore recommended to reap the benefits of standardisation through developing a service culture that enables them create an international brand and identity (Dow, 2006).

Unlike the claim above, proponents of the adaptation perspective stress the persistent differences between nations such as divergent culture, stages of economic development, and industrial development (Bellin and Pham, 2007; Tsui, *et al.*, 2007). Geographical, economic, and cultural distances still limits the extent to which some markets can be penetrated with a similar service culture (Kalkschmidt, 2013), and signs of a borderless market does not seem to be clear as predicted (Sheth, 2011). Therefore, failure to adapt can negatively affect service firm's performance in international markets, specifically as scholarly works have not really shown similarities among employees and costumers (Xing, *et al.*, 2016). Hence, it is fundamental to turn to the environment when considering how service organisations expand their services internationally. Kalkschmidt (2013) emphasize that, service organisations that respond or adapt to pressures and conform to accepted cultures as well as ways of doing business, will increase their chances of having a good perception, appear legitimate to employees, customers and others who influence their success or survival. Hence, service firms that do not conform and are perceived not to conform by employees and customers are expected to have poorer performances, thus putting their survival at risk, over the long term, the environment selects the service organisations that match the environment's

demands (Ladhari, 2009). This issue is of considerable importance because a lot of service organisations similar to their goods producing counterparts are experiencing an increasing reliance on international subsidiaries to remain profitable. Based on these assertions, this study will therefore focus on how service firms with their headquarters in a developed market respond to regional or country expectations with a view to providing a strategic focus that effectively directs employee's attention and efforts towards achieving the strategic objectives of the service firm in a specific market, as the Nigerian market place.

3.6.1 Internationalization of Service Organisations

From an economic point of view the world has become a small place (Kalkschmidt, 2013). Keywords like the "global economy" or "globalisation" are constant champions in today's news and press. Even though the geographic distances between countries can be large, economic crisis in only one of them can lead to massive impacts on the entire economy on the opposite side of the globe. This close connection of the world is also reflected in the organisational setting (Haris and Ogbonna, 2001). A number of service organisations have opened subsidiaries in foreign countries to expand their businesses. Similarly, Kalkschmidt, (2013), argues that, the transfer of resources and practices to subsidiaries in different countries can benefit firms and equally increase their performance. However, entering foreign markets implies facing a lot of challenges and differs to a high degree across the world. Dimensions that might cause a challenge include; institutions, regulations, centrality of markets, culture, language, religion, labour force characteristics, and collective bargaining (Sheth, 2011).

Therefore, there has been scholarly interest among marketing and management researchers to understand the transfer of practices from the headquarters of a firm to its subsidiary in a different geographical market, and the relationship between them (Kalkschmidt, 2013). Similarly, Kalkschmidt (2013) attempted to investigate the relationship between the organisational culture in the headquarters of a company and its international subsidiary, integrating the Culturally Endorsed Implicit Theory of Leadership (CLT) by House, *et al.*, (1997) as the framework that guides the study. The CLT asserts that leaders/

management exert a great deal of influence in connection to the formation of organisational culture and other elements regarding the firm. Based on this theory, the authors argue that the cultural value orientation (national culture) of leadership and management in organisations affect organisational form, culture and practices; thus, based on the argument that an organisation is a reflection of the wider society within which it exists (House, *et al.*, 2004), a more seamless transfer of organisational culture will be facilitated between countries that share similar national cultures. Overall, the study highlighted the relevance of similarity of national culture of leaders and management in the headquarters to the national culture of a subsidiary and how this is likely to enhance the transfer of organisational practices. Furthermore, Xing, *et al.*, (2016), in their study of Chinese manager's practices in managing African employees, integrated the crossvergence theory (Horwitz, *et al.*, 2002), as the framework that guides their study. The study found the need for cross- cultural training and mutual learning between managers and employees (in both headquarters and subsidiary) as a way to facilitate transfer of organisational practices. Overall, this study highlights the significance of national culture in building and sustaining mutual understanding between management and employees and how this, in turn, enhances the transfer of organisational practices between the headquarters of a firm and its international subsidiary. In addition, Chiang, *et al.*, (2017) in their review of previous scholarly works which focuses on the transfer of practices from the headquarters of a firm to its subsidiary, reveal that previous scholarly works have mainly focused on reward practices, performance management and e-human resource management to enhance the transfer of management practices. However these studies recommend further studies in countries with emerging markets; this is because their national culture and contextual characteristics significantly differ from other markets, a gap which this research also attempts to fill.

A general picture, therefore, emerges from this review that suggests that marketing and management scholars have developed rich insights into the relevance of leaders and management in relationships of organisational practices between the headquarters of a firm and its international subsidiary, as well as the transfer of organisational practices in a cross national context. However, these studies have not considered the significance of careful attention

by leaders and management to the needs of the employees in the transfer of organisational practices that can also enhance the development of service culture in a cross- national context, a central argument of the service profit chain model (Heskett, *et al.*, 1994, 1997). Therefore, a further theoretical and empirical development is necessary in order to advance the literature. This is because there are still issues related to poor performance of service firms in new environments, particularly, due to the human factor involved in building and implementing strategies or the service firm's culture (Daniel, *et al.*, 2016). Precisely this highlights the need for service firms to attract, develop, retain and motivate highly qualified employees, as well as engage and satisfy their needs (Lau, 2000). Thus, as the process of creating service culture lies with the service firm (Curtis and Upchurch, 2008), service firms must seek to understand practices and procedures that create the requisite service culture, especially because new markets will emerge and international expansion will be central aspects of business growth (Kalkschmidt, 2013).

3.6.2 Challenges in Developing Cross National Service Culture

According to Burgess and Steenkamp (2006), National culture norms can impose serious impediments to importing foreign practices. It is therefore critical to turn to the relevance of the environment when considering how service organisations develop their services internationally (Lenartowicz and Johnson, 2007). Furthermore, it is also important for service organisations that do have subsidiaries in multiple environments to decide on how much to localise their service culture and related management practices, to fit within the host environment context and to what extent, instead of striving to maintain consistency or standardization (Daniel *et al.*, 2016). To the extent that country variance is significant and imposes restrictions on what service organisations can and cannot do in managing customer and employee relationships, one would expect greater localization (Monga and Roedder John, 2007; Colm and Caru, 2017). Empirically, this will translate into significant and greater between country difference, than within country difference when observing organisations (slight inconsistencies within national boundaries). Kalkschmidt, (2013), claimed that management values and practices are culturally dependent, and demonstrated, in very clear terms, how the environment affects organisational culture. Similarly Hofstede (1990), argues that national culture provides the

ability to explain and predict the behaviour and attitude of employees in a firm. Consequently, in order to analyse how the culture of a particular environment influences service culture, Hofstede's (1980) five dimensional model of cultural differences can offer a practical road map.

However, scholars such as Dorfman and Howell (1988), Redpath (1997), and McSweeney (2002a, 2002b) have criticised the depth, breadth and import of Hofstede (1990), research into culture. These scholars have further noted that Hofstede's (1980) work has been highly controversial. Thus Hofstede's (1980) work is not without its antagonists. The discussion that follows will endeavour to capture some of the more pertinent issues. First, many researchers such as, Dorfman and Howell (1988), and Furrer (2000) believe a survey was not an appropriate instrument for determining and measuring cultural disparity, specifically, when the variable being measured is a value which is culturally sensitive and subjective (Nasif, *et al.*, 1991; Schwartz, 1999). Hofstede (2002) addresses this criticism, saying that surveys were just one method, but not the only method. Secondly, Hofstede's (1980) work further assumes that the domestic population of a nation is a homogenous whole. However, most nations are groups of ethnic units (Redpath, 1997). Thus, his analysis is constrained by the character of the individual being assessed. This reveals the work of Hofstede (1980) tends to ignore the importance of community and variations of the influence of the community. Thirdly, critiques such as DiMaggio (1997) and McSweeney (2002a) also note that nations are not proper units of analysis as cultures are not necessarily, bound by borders. In response, Hofstede (2002) argue that national identities are the only means we have of identifying and measuring cultural differences and even though nations could be huge groups they share common basic assumptions, values and practices (Hofstede, *et al.*, 2010).

Fourthly, researchers such as Olie (1995) have claimed that the study was too old to be of modern value, specifically with today's rapidly changing global environment, internationalisation, and convergence. Hofstede (2002) points out that cross- cultural outcomes were based on centuries of indoctrination and recent replications have supported that culture may not change overnight (Hofstede, 1998). The fifth critique dwells on the number of dimensions,

McSweeney (2002a) point out that four or five were too few and do not provide sufficient information about cultural differences (McSweeney, 2002a). Here Hofstede (2002) agrees and believes that additional dimensions should continue to be added to his original work. The final flaw of Hofstede's (1980) work, pointed out by Dorfman and Howell (1988) is that in his analysis it was found that he used the same questionnaire item on more than one scale, and several have significant cross-loadings. Specifically, Dorfman and Howell (1988) note that an analysis built on few subjects takes great advantage of chance and increases the likelihood of sample error.

While the criticisms may be sound, Hofstede's (1980) research can be regarded as one of the most widely used pieces of research among scholars and practitioners, as it has many appealing attributes (Sondergaard 1994; Ross 1999; Furrer, 2000). Specifically, Sondergaard (1994) found that Hofstede's (1980) study received 1,036 citations, while another highly regarded study on strategy by Miles and Snow (1984) received only 200 citations. Many researchers also agree on the following points which further reinforce the value of the study. Researchers agree that Hofstede's (1980) study came at a time when very little work on culture was carried out. Consequently during that period businesses were just entering the international arena and were experiencing difficulties. These businesses were crying out for credible advice (Jones, 2007). Hofstede's (1980) work met and exceeded this demand for guidance (Jones, 2007). Scholarly attention was also turning towards culture during this period and Hofstede (1980) was considered a pioneer and pathfinder (Sondergaard, 1994). Similarly, the research framework used by Hofstede was based on rigorous design with systematic data collection and coherent theory (Sondergaard, 1994). This is what both scholars and the marketplace had been asking for (Jones, 2007). In Sondergaard's bibliography analysis (1994), the author compared the replications of Hofstede's (1980) research. The majority of the replications confirmed Hofstede's (1980) predictions. Specifically Sondergaard (1994) noted that four of the replications concurred in their entirety and fifteen revealed partial confirmation. Several studies were also developed not as replications but along similar lines to test the relevancy of Hofstede's questions. These have also confirmed the accuracy of Hofstede's (1980) four dimensions. As Sondergaard (1994) found in his research, many researchers

have replicated Hofstede's (1980) study and many more will continue with other cross- cultural studies. This is because Hofstede's (1980) study provides the essential framework to carry out such studies (Jones 2007). Similarly Jones (2007) points out that as cultures are merging and technology is changing the way we communicate and globalisation is changing the way we trade and interface, Hofstede's (1980) work provides the relevant insight. Thus, this research will adopt Hofstede's (1980) work to understand such insight considering the fact that the aim of this research is to understand the transfer of service culture in a cross- national context (specifically from the context of a developed market to an emerging market). Consequently, Hofstede's (1980) four dimensions that characterise cross cultural differences will be discussed below. This is because research has shown that service culture can be significantly affected by these cultural dimensions (Bergiel, *et al.*, 2012).

(A) Power Distance: This refers to the extent of power inequality which the population of a country considers normal. Thus, for service firms in countries with a high power distance culture dimension, power and status can be an important factor in the development of a service culture (Bergiel *et al.*, 2012). This is because, in such cultures characterized by high power distance, perception of status in these environments is considered a very sensitive issue between the customer and the employee, or even between employees (supervisor and employee relationship). Similarly, in environments with a high power distance score, organisations are more centralised, and thus, employees prefer a more autocratic leadership style to enhance performance (Russ- Eft, 2004), i.e. employees will constantly expect to be told by supervisors how to serve the customer. There is also wide gap in the hierarchical structure of the organisation. On the other hand, in low power distance cultures inequality is not desired. Thus, for service firms in this environment, employees will prefer to be consulted with regards to decision making and prefer a more resourceful and democratic leader to ensure performance and efficiency (Russ- Eft, 2004; Bergiel, *et al.*, 2012).

(B) Individualism- Collectivism: For service firms in countries with high collectivism, employees feel they belong to a strong group and always try to protect it (David *et al.*, 2016). The collectivism dimension suggests that the self- image of “we” takes priority. Thus, in relation to the development of service culture of the firm, this dimension explains that it is important for the service employee to build up a harmonious relationship and establish trust with the customer as well as other employees at work (Russ- Eft, 2004). On the other hand, in individualist societies, employees require the freedom to work independently and desire challenging work (which is more important than personal relationships) that will help them reach self-actualisation and efficiency. This also means personal relationships may not be established with the customer, which can be an important issue for the firm (Liu, *et al.*, 2001; David *et al.*, 2016).

(C) Masculinity- Femininity: this dimension explains to what extent the values, norms and culture of the employee is driven by motivations, like competitions, achievements, assertions, and acquisition of things versus an individual employee’s culture that is driven by consensus, cooperation and the quality of life. Thus, for service firms in countries with a high masculinity cultural dimension, the relevance is that a service firm may not have to address the sensitivity of employees because other employees may have received preferential treatments ahead of, or over, other employees. However, in feminine cultures the service firm will naturally focus less on exceptional favours to employees, but more on steady, long-term, reliable, and pleasant relationships. This is because in such countries the values and norms of the employee is driven by motivations, such as competitions (Bianchi, 2001). Consequently, in feminine cultures it is important for the service firm to treat employees equally and not give preferential treatment to certain employees over others (Bianchi, 2001; Bergiel, *et al.*, 2012). Therefore, in relation to the development of a service culture, this dimension explains that in countries with a high masculinity dimension, firms can demonstrate preferential treatment to employees without necessarily addressing the sensitivity of other

employees. However, in countries with a high feminine cultural the firm will have to treat all employees equally in order to avoid resentment, disloyalty and lack of commitment (Bianchi, 2001).

(D) Uncertainty Avoidance: This is a dimension that reveals the employee's need for predictability and their willingness to take unfamiliar risks. For service firms in environments with strong uncertainty avoidance, the development of service culture is characterized by employees evading risk, control, and lots of information before taking a decision (Bergiel, *et al.*, 2012). On the other hand, for service firms in countries characterized by weak uncertainty avoidance, employees may be more relaxed, and service culture of the firm may centre primarily on practical solutions, which count more than intellectual statements. Uncertainty avoidance acts as a moderator between the perception of service culture and employee and customer satisfaction (Bianchi, 2001). This is because employees from strong uncertainty avoidance cultures have a much lower acceptance of ambiguity compared to employees from weak uncertainty cultures. In addition, in strong uncertainty avoidance cultures, employees are allowed to show emotions to customers whereas in weak uncertainty avoidance cultures, emotions are preferably not shown to customers.

These four dimensions are hinged on critical issues in every human society and every society must find its own specific answers. According to Hofstede (1990) these are representations of basic elements that constitute common structure in cultural systems. Hence, they provide a fundamental framework not only for describing the culture of a particular environment, but also for considering the effects of cultural differences on organisational practices. Accordingly, John (2006) argues that, the contextual imperative recommended by these findings stands in sharp contrast to the common view that service culture is shaped essentially through internal processes of an organisation. As such, it is critical to turn to the relevance of these national culture dimensions when considering how service organisations expand their services internationally. Particularly, in relation to how international service organisations develop their service culture in a trans-national context, which this study attempts to provide some insights.

The following section also provides the theoretical underpinning of the research questions in investigating this phenomenon.

3.7 Theoretical Underpinning of the Research Questions

This section of the thesis will draw from elements in the literature review to underpin the research questions to be raised in this write up. Consequently, the section will provide the contextual debate that builds up to the research questions, backed up by extant literature in the subject area.

As noted in **Chapters 1 and 2**, despite the World Bank report of 2013 that reveals deficits in critical areas such as infrastructure, out of all the economies of Sub-Saharan Africa, emerging market watchers still tout Nigeria (AFDB, 2014; Onyali and Okafor, 2014). This is because of the resilience of the Nigerian market. Furthermore, Nigeria is providing a positive commercial environment for foreign direct investment, as the Nigerian market is being liberalized. Therefore government institutions and key sectors of the Nigerian economy were being privatized to encourage competition from both local and foreign owned firms. The liberalization of key sectors of the Nigerian economy also witnessed the relocation of foreign owned service firms from developed markets to expand the market for their services. Precisely, in 2005, foreign direct investment inflow into Nigeria reached US\$2.23 billion and this rose to US\$5.31 billion in 2013 (a 138 per cent increase) (Onyali and Okafor, 2014). However, expanding into a market such as Nigeria implies facing a lot of challenges, some of which include; weak institutional regulations, political instability, and lack of infrastructure to enhance the exchange of goods and services. These challenges differ to a high extent from most developed markets (Sheth, 2011). This is in addition, to fundamental elements that constitute Nigeria's national culture i.e. social support, accommodation in the workplace, religious referencing, respect for elders, and ethnic diversification. The impact of such elements on the everyday life of organizations must not be neglected (Soludo, 2009; Haruna, 2012). Therefore for service firms that are doing business or intend to expand into Nigeria, the development of their organisational practices that enhance the performance, commitment, and the

provision of quality services will have to take into consideration the characteristics of emerging markets as well as characteristics of Nigeria's national culture.

This is because these unique features provide employees with an understanding of their work, what they expect from it, their approach to it, and the way in which they are expected to be treated (Soludo, 2009), and further provides employees with identity. In addition, this offers individuals (employees) with a unique lens to perceive and understand the world (Bello, 2011). Therefore, given these unique features of emerging markets as well as characteristics of Nigeria's national culture, it is of delicate importance to understand how foreign owned service firms transfer their service culture from their headquarters into emerging markets such as Nigeria. This is because as noted in the preceding paragraph key sectors of the Nigerian economy are witnessing the relocation of foreign owned service firms (Soludo, 2009). However, little is still known about how foreign owned service providers transfer their service culture from their headquarters in a developed market to their subsidiary in an emerging market, like Nigeria (Guesalaga, *et al.*, 2016). Thus, this study considers the preceding statement as a research gap, as such; the main research question of this study will be as follows;

- ✓ How do foreign owned hotels transfer their service culture from their headquarters in a developed market to their subsidiary in Nigeria?

Furthermore, the unique characteristics of the Nigerian environment suggest that service firms in Nigeria or firms who have intentions of doing business in Nigeria need to pay more attention to the critical link between internal and external service parameters (Schneider, *et al.*, 1998). This means that, employees and customers need to be at the centre of management concern (Heskett, *et al.*, 1994; Homburg *et al.*, 2009). This is because loyal employees are motivated to work hard and improve the overall performance of operations in the service firm. Their actions will also improve the efficiency and effectiveness of their service delivery and enhance the quality of the firm's services; (the experiences felt by customers), and improve customer loyalty (Lau, 2000). Likewise, loyal customers will continue to purchase the service,

generate long term revenue streams, buy more, and be willing to pay premium prices, all of which increases profitability and growth. This is the essence of the service profit chain model. In addition, this ensures that a service firm develops and maintains a service culture centred on service to customers and fellow employees (Varoglu and Eser, 2006).

The service profit chain model has also inspired a total of 164 studies (in part/ or in full) on issues and outcomes of service culture (Baron, *et al.*, 2014). However, the studies presented in **Table 3.2** highlight the relevance of the service profit chain model (Heskett, *et al.*, 1994, 1997) in the development and sustenance of service culture in a firm.

Table 3. 2 Service Culture Research Inspired by the Service Profit Chain Framework

Author(s), Year and Location of Study.	Tittle of Study	Name of Journal	Methodological Approach used in the Study	Results
Anderson Eugene and Mittal Vikas (2000) (USA)	Strengthening the Satisfaction- Profit Chain	Journal of Service Research Vol. 3, no. 2	Quantitative	Customer satisfaction programs do not deliver anticipated results. However, in order to achieve performance, and commitment, firms must first recognise the links in the satisfaction of the service profit chain
Gelade and Young (2005) (USA)	Test of a Service Profit Chain Model in the Retail Banking Sector	Journal of Occupational and Organisational Psychology, vol. 78, pp 1- 22	Quantitative	Employee perception of service culture predicts higher levels of customer satisfaction.
Saura, <i>et al.</i> , (2005) (USA)	Relationships among Customer Orientation, Service Orientation and Job Satisfaction in	International Journal of Service Industry Management, vol. 16, no. 5, pp 1497- 1525	Quantitative	An employee who experiences a favourable internal service culture and high management

	Financial Services			support, provides better customer experience, which leads to increased customer satisfaction as well as job satisfaction
Richard Mosley (2007) (USA)	Customer Experience, Organisational Culture and Employee Brand	Journal of Brand Management, no. 15, pp 123- 134	Qualitative	A service culture that satisfies and meets the working aspirations of employees is the first and basic condition for developing brand differentiation
Beitelspacher, <i>et al.</i> , (2011) (USA)	Exploring a New Perspective on Service Efficiency; Service Culture in Retail Organisations	Journal of Services Marketing, vol. 25, no. 3, pp. 215- 228	Quantitative	Service culture has a direct and positive influence on employee perception and market performance outcomes; such as, customer satisfaction, loyalty and repurchase intentions.
Evanschitzky, <i>et al.</i> , (2012) (UK)	The Role of Sales Employees in Securing Customer Satisfaction	European Journal of Marketing, vol. 46, no. 3	Quantitative	A significant relationship exists between employee evaluation of internal service quality and customer satisfaction in a business to customer setting.
Loveland, <i>et al.</i> , (2016)	Where Do Managers Fit in the Profit Chain? Assessing Managerial Job	Journal of Human Resources in Hospitality and Tourism, 15, 1, 86-	Quantitative	Training and empowering managers ensures the manager has a

	Performance in the Hospitality Industry	102		strong tasks/ structure orientation, thus this enables the manager to build a customer focused team and improve performance.
--	---	-----	--	--

As revealed in **Table 3.2**, these studies have explored different issues associated with the arguments put forward by Heskett, *et al.*, (1994, 1997) and thus highlight different findings. Consequently, a review of the literature also highlights a different set of themes. This include, satisfaction links in the profit chain (Chi and Gursoy, 2009), employee perception of internal service quality and customer satisfaction (Ying, *et al.*, 2013), employee experiences of internal service culture and increased customer satisfaction (Jen, *et al.*, 2017), service culture and brand differentiation (Mosley, 2007), service culture and market performance (Beitelspacher, *et al.*, 2011).

Even so, these studies serve as an important source of information for the consolidation of knowledge and yield insights for future research into the service profit chain model. Research on service culture inspired by the service profit chain model has some shortcomings. Studies carried out (inclusive of those highlighted above) have been restricted to the service industries in developed markets, and provide very limited evidence in relation to emerging markets. This questions whether their findings are valid in other contexts, i.e. countries with emerging markets like Nigeria. Precisely, services marketing and management researchers have explicitly excluded the elements of internal service quality in the service profit chain model, known in the services marketing literature to enhance the development of service culture (Zeithaml, *et al.*, 2009), as part of their theoretical framework, to understand how foreign owned service firms transfer their service culture from their headquarters to their subsidiary in a country with an emerging market, like Nigeria. More precisely, how foreign owned hotels from developed markets implement the elements of internal service quality in the service profit chain model to facilitate the transfer of their service culture to their subsidiary in Nigeria (Guesalaga, *et al.*, 2016), which this study also considers as a theoretical gap. Thus the research question is further

streamlined to be more precise in order to adequately address the theoretical gap identified by this study;

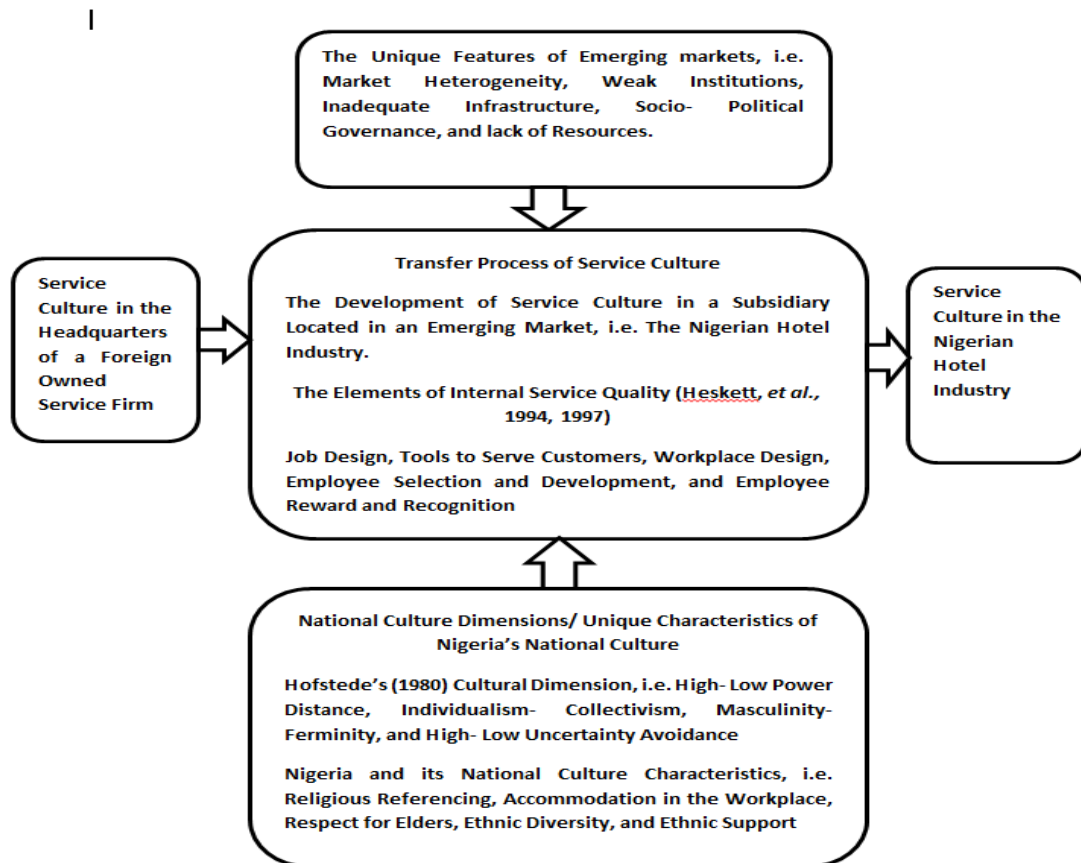
- ✓ How do foreign owned hotels in Nigeria implement elements of internal service quality?

The elements of internal service quality in the service profit chain model are presented below in the section that discusses the conceptual framework of the study (**Section 3.7.1**). The section also provides further understanding and justification of further sub questions raised, which are directly tied to each element of internal service quality in the service profit chain model. Extant literature was also provided to further support the sub questions raised in the current research.

3.7.1 The Conceptual Framework of the Study

The conceptual framework and the literature review were developed in parallel; one informing the other. This is because the literature review chapter has a structure that covers and provides further elaborations of the main elements that are already within the framework. Therefore, the conceptual framework presented here, is informed by the different sections within the literature review chapter. This can be seen as a process of how service firms in Nigeria implement elements of internal service quality to enhance the transfer of their service culture, taking into consideration the unique characteristics of emerging markets, national culture characteristics of Nigeria and Hofstede (1980), national culture dimensions, which influence the development of service culture. As such, details of these elements will be explored in more detail within the remainder of this write up. This is because these elements form the crux of the conceptual framework and the existing services marketing literature certainly recognises that elements of internal service quality in the service profit chain model are fundamental in the creation and development of service culture (Grönroos, 2007; Browning, *et al.*, 2009; Zeithaml, *et al.*, 2009). The interconnection between the sections of the literature review earlier discussed is shown in the conceptual framework **Figure 3.2**

Figure 3. 2 Conceptual Framework of the study



Internal Service Quality Drives Employee Satisfaction: As seen from the conceptual framework above, for a service firm to transfer its service culture and achieve its goals in its international subsidiaries, organizations will have to focus their efforts on the elements of internal service quality. This is because in service providing organizations, the quality of service is embedded in the quality and performance of employees (Loveman, 1998). This also stresses the need to build relationships with employees as a prerequisite to building relationships with customers. Thus, it is fundamental for service firms who intend to go international to build strong relationships with their employee; this is because the quality of service delivered by the employee has a direct and significant effect on customer satisfaction (Lau, 2000). The elements of internal service quality can enable service firms to develop and maintain a service culture centred on customers and fellow employees (Grönroos, 2007). Thus, further research sub- questions will be hinged on each element of internal service

quality in the service profit chain model, as proposed by Heskett, *et al.*, (1994, 1997), and are as follows;

Workplace design- Evidence indicates that the physical and social attributes of the workplace can drive the satisfaction level of its occupiers; this has been known for some time now (Lau, 2000). Skalen, *et al.*, (2015), note that the sense of the workplace (physical and social) is connected to the sense of self of the employee. Thus, the way the employee feels, behaves and interacts is influenced by the workplace design. Similarly Steen (2013), notes that the ability of the employee to connect and identify with his/ her workplace, influences satisfaction, commitment, and performance. This also affects how an employee connects and identifies with colleagues and the organisation as a whole. These assertions reveal that the degree of fit between the physical and social aspects provided by a service firm, and the employee's need for that physical and social aspect can enhance satisfaction with work life. Steen (2013), reveals that given the diverse needs of employees the workplace in firms is now characterised by services and amenities designed to accommodate such needs and improve the performance of employees.

Thus, to enhance employee satisfaction and performance, service firms in Nigeria or who intend to expand into Nigeria, can create a workplace design that makes employees feel almost as if they are at home, even though they are at work, specifically by taking into consideration the needs of employees. This includes needs influenced by unique emerging market characteristics, Nigeria's national culture characteristics, and national culture dimensions proposed by Hofstede (1980). Kale (2007) further emphasises that far from being a mere cost the design of the workplace is a remarkable driver of employee commitment and performance. It is also becoming a rallying point of the culture of the service firm. Therefore, the effective design of the workplace should be a fundamental, non-negotiable aspect of good business practice to foreign owned hotels in Nigeria.

Sub- question 1: How do foreign owned hotels in Nigeria enact their workplace design in a way that facilitates the transfer of their service culture?

Job design: Job design describes how jobs, task and roles are structured, enacted, and modified. It also describes the impact these structures, enactments and modifications have on employees. For instance, if employees are empowered and have adequate authority to use their judgement in dealing with their roles and tasks, a culture of service excellence can be developed in the firm (Kale, 2007; Dorina *et al.*, 2016). Bakker and Demerouti, (2014) state that, a well- designed job elevates employee satisfaction (Bakker and Demerouti, 2014), which drives a positive, and fulfilling, work- related state of mind that is characterized by loyalty, commitment, and productivity (Schanfeli, *et al.*, 2006). Thus, job design has also been one of the most effective tools used for optimizing employee performance (Christian, *et al.*, 2011). Similarly Schanfeli, *et al.*, (2006) argue that service firms are now designing jobs that make a worker or employee feel he/ she is part of the organisation, and happy to give his/ her best to improve the performance of the organisation.

In addition Bakker and Demerouti (2014) argue that service firms are now paying greater attention to what really bothers, motivates, and challenge their employees, to enable them to enact tasks and roles that enhance satisfaction, commitment and performance. Thus, to enhance job satisfaction, commitment and performance of employees, service firms already operating or intending to operate in Nigeria, should design and enact their job structure, tasks and roles in a way that addresses the fundamental needs of their employees. This includes needs influenced by unique emerging market characteristics, Nigeria's national culture characteristics, and national culture dimensions proposed by Hofstede (1980). Primarily, as these contextual characteristics provides employees with an understanding of workplace expectations, approach, and how to be treated (Soludo, 2009). Therefore, the effective enactment of job structure, tasks, and roles, should be a vital element for foreign owned hotels in achieving employee satisfaction, loyalty, and enhancing the development of a service culture (Christian, *et al.*, 2011).

Sub question 2: How do foreign owned hotels structure their job design in a way that facilitates the transfer of their service culture?

Employee selection and development: Employee selection and development is regarded as a prerequisite for creating a service culture (Grönroos, 2007),

and has been utilised by service firms to support the development of a service culture (Watson and D'Annunzio-Green, 1996). Kale (2007), also states that the type of people recruited and selected sends a strong message about the priorities of the job and the organisation. This is because there is a distinction between the employee and the task associated with a particular job, both have different personalities and the fit between the two is determined by the congruence between the two personalities. Christian, *et al.*, (2011), further argue that when the demands of the job or task match the characteristics of the worker, satisfaction is achieved. Thus, employee selection can provide the path for a service firm to follow to ensure it attracts the right individual for its culture, so that its overall strategic goals of the firm are achieved (Shook, 2010).

In fact, Ueno (2012) argues that service firms are now paying greater attention to their selection process to ensure the right person is selected for the right job, in order to enhance the development and maintenance of good relationships between the employee and the firm. Shook (2010) further emphasises that employees whose identity matches with the identity of a service firm require less effort to motivate and drive up their performance. Thus, for service firms in Nigeria, or those who intend to expand into Nigeria, the implementation of the selection process should take into consideration the influence of unique emerging market characteristics, Nigeria's national culture characteristics, and national culture dimensions proposed by Hofstede (1980) on individuals. This is because these characteristics affect individuals by shaping their behaviour and attitude, which can impact on organisational outcome (Grugulis and Wilkinson, 2002). Thus, it is fundamental for foreign owned hotels in Nigeria to ensure that the personality of the service employee matches the personality of the task in order to enhance performance and commitment.

Sub- question 3: How do foreign owned hotels in Nigeria implement the process of employee selection and development in a way that facilitates the transfer of their service culture?

Employee reward and recognition: Employee reward and recognition serves as the most influential factor that keeps employee self-esteem high, passionate and satisfied (Christian, *et al.*, 2011). Kale (2007) also argues that, the

prosperity and survival of any organization is determined by how employees are treated and motivated. Employees often have expectations, depending on the strength of their needs for social status, security, power, challenge, involvement, challenge, and social responsibility (Frey, *et al.*, 2013). Thus, for service firms to address these expectations an understanding of factors that enhance employee motivation, commitment, and performance is required (Bustamam *et al.*, 2014). This is because there have been a lot of reward and recognition programs that have failed (Chang and Sinclair, 2003). This has made the management of service firms to adopt new approaches to initiating reward and recognition programs particularly from the employee's point of view (Frey, *et al.*, 2013).

Thus, for service firms in Nigeria, or those who intend to expand into Nigeria, the design and implementation of the employee reward and recognition, should take into consideration the influence of unique emerging market characteristics, Nigeria's national culture characteristics, and national culture dimensions proposed by Hofstede (1980) on employees. Specifically, as it can enable them to motivate their employees successfully and influence their behaviour to achieve greater organizational efficiency. In fact, Bustamam, *et al.*, (2014) argues that service firms are now focusing on critical factors that have impact on the contribution of the employee to the firm, precisely based on the perception of the employee. Frey, *et al.*, (2013) further argue that focusing on the perception of employees to implement a reward and recognition system has enabled service firms to improve performance and growth. Thus this element should be a major mechanism for creating service culture (Grönroos, 2007).

Sub- question 4: How do foreign owned hotels in Nigeria implement their employee rewards and recognition systems in a way that facilitates the transfer of their service culture?

Tools for serving customers: Equipping employees with new and diverse skills, and efficient tools to serve customers ensures employee satisfaction (Bakker and Demerouti, 2014). This also increases employee response to the diverse and changing needs of the customer. This further boosts their degree of confidence and self-reliance of the employee. A key justifiable factor that affects

employee confidence is the ability of the service firm to provide efficient and comfortable working conditions, which includes effective tools to serve customers (Edvardsson, *et al.*, 2011). This extra confidence is also good, as it creates job satisfaction and high levels of productivity (Downey-Ennis, *et al.*, 2004). Thus, employees will require tools and will need to know how to use these tools to serve customers effectively. Bakker and Demerouti (2014) further argue that service firms are now providing their employees' context specific-guidelines, which can enhance customer satisfaction and adequately respond to the complaints of customers.

Bakker and Demerouti (2014) further emphasise that training on how to serve the customer, in service firms, are now based on contextual and real life situations. Service firms are also using examples of context specific situations that have actually happened to highlight bad, good, and best examples of working with clients and customers, in order for employees to deliver excellent services. Thus, for service firms in Nigeria or firms who intend to expand into Nigeria, the design and implementation of tools to serve customers should take into consideration the influence of unique emerging market characteristics, Nigeria's national culture characteristics, and national culture dimensions proposed by Hofstede (1980) on both employees and customers. This is because, when skills and tools are provided to reinforce employee and customer satisfaction, a service culture is developed in the firm (Shook, 2010). It is also a formal way of communicating to employees the desired message and emphasising what is really important to the service firm (Christian, *et al.*, 2011).

Sub question 5: How do foreign owned hotels in Nigeria develop skills and tools in a way that enhance the transfer of their service culture?

Koys (2001), Silvestro and Cross (2000) and Batt (2002), recommend that the elements of internal service quality are fundamental for building a strategic organizational vision, and suggest that, provided these elements are carefully interpreted and adapted to an organization's specific situation, they are capable of developing an excellent service delivery system and ensure remarkable results. This is because it provides focus on employee needs, which improves

internal satisfaction, prevents turnover, and enhances customer repurchase intentions. The discussion in this section reinforces this assertion and further reveals the reality that a service organization's capability for satisfying the needs of its external customers depends at least in part on the firm's ability to satisfy the needs of its employees (Brown and Bitner, 2007). Therefore, this research will attempt to explore the elements of internal service quality as provided by Heskett *et al.*, (1994, 1997), in foreign owned hotels in Nigeria. The aim is to understand how foreign owned hotels in Nigeria implement/ enact these elements in a way that is commensurate to the strategic importance of the Nigerian market place that facilitates the transfer of their service culture.

3.8 Summary

This chapter first provided an overview on culture, organisational culture, culture formations in organisations, and the importance of managing organisational culture. This is because the concept of service culture itself is a service facet of organisational culture. Furthermore, the literature review chapter outlined a chronological definition of the concept of service culture, highlighting the contest in definitions. However, common key elements in the definitions were presented as well as how these elements have influenced the definition of the concept. Nonetheless, most of the definitions did not highlight the importance of the service employee, despite the fundamental role of the service employee in the service delivery process. Consequently, a review of extensive literatures on an adequate theoretical underpinning, the service profit chain model, and more specifically the elements of internal service quality, which links organisational practices, employee attitudes and behaviours, as well as customer and business outcome, is presented as a framework to better describe the concept of service culture. Research has supported this claim in whole and in part; satisfied, motivated and committed employees constitute a powerful engine for the delivery of high quality of service and customer satisfaction. Additionally, such a work force is considered a valuable asset in building a high performing service culture (Fu and Liu, 2005). The final section of the literature review chapter outlines the contextual view which argues that service culture is largely determined by the environment, highlighting the need to adapt to the

requirements of the host environment, due to institutional forces such as national culture (Gehart and Fang, 2015; Ladhari, 2009; and Tsui, *et al.*, 2007).

The section that discusses the proposition for the research questions further reveals a lack of research into how service firms transfer their service culture from their headquarters in a developed market to their subsidiary in an emerging market, and how they adapt such service culture to local market conditions, as this process can be influenced by divergent environmental and market conditions (Kalkschmidt, 2013). Thus the theoretical underpinning of this research, the service profit chain model offers the much-needed understanding of the interface between organisations and their employees, and subsequently effects on customers in a service based environment. Primarily, as the model emphasizes that employees and customers need to be the centre of management concern (Heskett, *et al.*, 1994; Homburg, *et al.*, 2009). This is because both customers and employees have specific, wants, needs and problems (Varoglu and Eser, 2006). The model further emphasizes the need to consider the critical link between internal quality of service and external quality of service (Schneider, *et al.*, 1998). Therefore elements of internal quality of service, which have already been presented to raise the research sub-questions will enable this researcher to focus on, and understand, how foreign owned hotels transfer their service culture from a developed market to a country with an emerging market like Nigeria. As stated earlier, these elements enhances employee satisfaction, loyalty, quality of work, and productivity, which often ensure the creation of service culture/ external customer value.

CHAPTER FOUR: METHODOLOGY

4.1 Introduction

The main aim of this research is to investigate how foreign owned hotels with headquarters in developed markets transfer their service culture to their subsidiaries in a country with an emerging market, like Nigeria, and how they adapt such service culture to local market conditions. More specifically, this research explores the elements of internal service quality, such as job design, workplace design, employee selection and development, employee recognition and reward, and tools to serve customers. This is with a view to understand how foreign owned hotels design and implement elements of internal service quality in the service profit model (Heskett, *et al.*, 1994, 1997), to enhance the transfer of their service culture from a country with a developed market to a country with an emerging market, like Nigeria. The existing services marketing literature as discussed in **sub- section 3.3.3**, recognizes that elements of internal service quality in the service profit chain framework can potentially enhance the creation and development of service culture (Zeithaml *et al.*, 2009). This is because these elements influence the feelings employees have towards their jobs, colleagues, customers and the service firm, which in turn improves service quality to external customers (Beitelspacher, *et al.*, 2011).

However, it is important to identify a strategy, or a mechanism, through which the researcher may best be able to achieve this aim (Creswell, 2003; Bryman, 2004). As such, this chapter sets out the overall research plan and design, as well as their appropriateness. This also includes a discussion of the sample included in this study. In addition, the chapter provides justifications for the interpretivist-qualitative approach, as well as the case study strategy employed for the study. Furthermore, it provides an overview of the data collection methods used for the thesis, as well as the means used to analyse the data. The chapter concludes with a section on the ethical considerations for the study.

4. 2. Research Philosophy

According to Hallebone and Priest (2008), a paradigm refers to a combination of philosophy and logic of inquiry that underpin a particular study. Ticehurst and Veal (2000), note that, a research paradigm used within the context of social science research, suggests an essential set of philosophical assumptions in relation to the nature of our world. Largely, research paradigm is considered as the perspective a particular researcher adopts while obtaining knowledge on a specific event at a particular point in time. It is critical to understand the underlying paradigm that underpins a research; this is because it provides a clear understanding of the researcher's perception of the social world. Likewise, the question of what constitutes reality, how this reality is understood and what method may be the most appropriate to obtain more knowledge on that reality (Thomas, 2004), becomes very important.

Easterby- Smith, *et al.*, (2002) state that, in order to achieve valuable research, the following related philosophical branches must be taken into consideration. These include; ontology, epistemology, methodology, and methods. These branches can be further understood through questioning the nature of the social reality being investigated (ontological concept). For instance, the nature of the relationship between the investigator (researcher), his/ her perception, and what can be known about a specific phenomenon (the concept of epistemology), how the researcher can find out about this phenomenon of interest (the concept of methodological approach), and the most suitable technique to use in discovering the anticipated knowledge (the concept of methods) (Easterby-Smith, *et al.*, 2002).

The research paradigm in this study is what forms the basis for the conceptual framework illustrating how ideas link to one another, thereby enabling the study to be carried out (Denzin and Lincoln, 2011). The paradigm provides focus for the entire research process and gives a direction for what should be the most appropriate research design, approach and methods for this study (Gummesson, 2006). Consequently, the philosophical assumptions underlying this particular research paradigm merit a close examination in order for the paradigm to be properly understood (Thomas, 2004). Thus, in this study, the

choice of the research paradigm is as follows; ontology- subjective, epistemology- Interpretivism and methodology- qualitative, and logic- inductive-deductive. Consequently, a more critical clarification of this researcher's paradigm is provided below.

4.2.1 Ontology

Largely, ontology focuses on the general understanding of the world around us. This underpins the research findings on some fundamental assumptions about the external world. As such, ontology is very important in this research, because ontology deals with the exploration of the fundamentals of objects that exists in the world (Bryman, 2008). This study will highly depend on the different perspectives of the participants (employees) in order to understand and interpret how their organisations implement the elements of internal service quality, such as, job design, workplace design, employee selection and development, employee rewards and recognition and tools to serve customers, to facilitate the transfer of service culture in their firms (foreign owned hotels). At the core, this is the study of opinion, beliefs, assumptions, presumptions and experiences, which shapes how human beings function (Love, 1998). In this research, the inquirer (researcher) will adopt the subjective ontological perspective, which simply means reality is subjective and differs from person to person (Guba and Lincoln, 1994). Our realities are mediated by our senses. Without consciousness the world is meaningless. Reality emerges when consciousness engages with objects that are already pregnant with meaning (Crotty, 1998). Reality is individually constructed; there are as many realities as there are individuals (Guba and Lincoln, 1994). Largely, individuals will provide different interpretations to the same event; based on personalities, values, norms, and exposure to technological systems and change, and past experiences.

This researcher holds that every individual produces/ generates meaning out of the context in which he/ she experiences it. This is based on the literature of philosophy (Guba and Lincoln, 1994; Hair, 2003). Largely, individuals provide different interpretations of the same event; based on personalities, cultures, and past experiences. Likewise, employees of foreign owned hotels in Nigeria will

understand and make interpretations of practices in relation to the service culture of their firms differently, and will also attribute different constructs to it. Therefore, the subjective perspective of ontology, where individuals produce knowledge is more useful and realistic in explaining human behaviour in this research. The subjective perspective can be seen very differently from the objectivist perspective, because it holds; the only reality we can know comes from one's own mind. Reality is not dependent on human thought; however knowledge and meaning are always human construction (Crotty, 1998). Thus, participants (employees of foreign owned hotels) in this study will provide different interpretations to the phenomenon of interest to this research and the researcher is a social actor in the current research. As such, the researcher will position the study within the parameters of the subjective ontological discourse. Consequently, the subjective perspective is closely linked to interpretivism. Interpretivism essentially addresses fundamental features of shared meaning and understanding, while constructivism extends this concern with interpretation and knowledge produced. Within the parameters of this research, human beings produce their own knowledge inside their social cultural context, which is influenced by their prior understanding and knowledge.

4.2.2 Epistemology

Essentially, epistemology refers to the theory of knowledge and in our quest to discover social reality; one will need to investigate how the reality of the world can be ascertained. Epistemology largely, explains knowledge and how we (individuals) can achieve it. When carrying out a research, the inquirer (researcher) is expected to analyse and question the nature of the relationship between the researcher and the research subject. In this research, the researcher will adopt an interpretivist perspective which is a direct contrast to positivism. The reason being, the researcher here intends to obtain subjective meaning of the event (phenomenon) under study (Bryman, 2008). Though, critical realism may also be a possibility, however it mixes theoretical reasoning with experimentation to observe the world (Sobh and Perry, 2006), which is not the essence of this research. Thus, this paradigm (critical realism) generates knowledge of the real world through naming and describing causal tendencies. However, this researcher intends to obtain evidence in relation to a social

reality, not describe causal tendencies. Specifically this researcher intends to make contact with employees of foreign owned hotels in Nigeria in order to have an understanding of their opinion, experiences, and thoughts regarding how elements of internal service quality are designed and implemented in their firms, which facilitates the transfer of service culture.

4.2.3 Philosophical Stance

Scholars have identified three main approaches through which management research is conducted (Creswell, 2003; Guba, 1990; Sobh and Perry, 2006). These are positivism, interpretivism and critical realism. Each of the paradigms have different characteristics and they differ significantly from one another (Hallebone and Priest, 2008). However, the choice of any particular paradigm will be influenced by the aims and objectives of that particular research (De Vaus, 2001). It is therefore useful at this point to examine the three approaches in order clarify and defend the choice of philosophical approach in this research.

4.2.3.1 Positivism

Under the philosophical paradigm of positivism the world is viewed as external and objective to the researcher and humans and objects are regarded as the same (Ticehurst and Veal, 2000). Positivism assumes that the researcher and the subjects of research are two different phenomena and therefore exist independently of each other. The underlying stance under this paradigm is that knowledge of the social world can be measured accurately and that the opinions and perceptions of respondents do not constitute reality (Thomas 2004). As such, Comte (1822) cited in Gane (2006: 133) emphasizes the rejection of recommendations, opinions and perceptions of respondents, due to the belief that their knowledge is biased and their values are too subjective.

Positivist approaches mainly rely on the use of deductive logic in order to investigate causal relationships or theories (Easterby-Smith, *et al.*, 2002; Ticehurst and Veal, 2000) and the methodological approach used is typically quantitative. Therefore a major weakness of the positivist approach pertains to the fact that it isolates participants being investigated from their social contexts and reduces humans to mere statistical variables (Wong, 1997). However, the

focus of this research is to understand the process of implementing elements of internal service quality to facilitate the transfer of service culture. These processes entail implementing activities which involve subjective decisions made by employees and the firms selected in this research. These decisions are strongly influenced by the employee's bounded rationality and are not divorced from the effects of the social environment in which he/ she is embedded. Thus, examining only the readily observable phenomena and drawing causal inference without recourse to the contextual factors embedded in the decisions relating to the implementation of elements of internal service quality in the firms selected in this study can potentially limit or distort the findings of this study. As such, the positivist paradigm is rejected.

4.2.3.2 Critical Realism

Critical realism assumes that reality is socially constructed and that meanings of particular social phenomena are ascribed by participants while the researcher interprets them. Critical realism is therefore involved in both describing and explaining (Hallebone and Priest, 2008). Thus, critical realism embraces elements of both positivism and the interpretivist paradigm.

Also, critical realism as a philosophical approach does not accept that reality is purely socially constructed; instead it sees meanings as independent of direct contacts (Denzin and Lincoln, 2011; May, 2001). The critical realist researchers tend to mainly focus on the empirical domain in order to discover knowledge of the real world. These researchers mix theoretical reasoning and experimentation to observe the world. Thus, they generate knowledge of the world through naming and describing causal tendencies. This means that knowledge is gained through the perceptual process of the researcher which can be real but fallible. Similarly, Miles and Huberman (1994) argue that the knowledge of a given social phenomenon exists in the minds of people as well as the objective world. This means that experiences, events and structures can be interpreted by means of qualitative or quantitative methods (Sobh and Perry, 2006). This however means that critical realism will not be suitable for this research because the researcher's ontology does not recognize the objectivist stance.

4.2.3.3 Interpretivism

Interpretivism assumes that the notion of reality and knowledge is subjective, and an attempt to understand social reality has to be grounded in the experiences of people living in that social reality (Ticehurst and Veal, 2000). Thus reality is a construction “held within a specific belief system and within a specific context” (Carson, *et al.*, 2001: 108). Hay (2011) argues that interpretivism does not merely study beliefs, discourses, and ideas, but studies beliefs as they appear within and even frame these actions, practices and institutions. Thus Interpretivism is centrally motivated by a concern to understand ideas, meanings, actions, and practices as they appear within a certain context. From the preceding statement this researcher adopts interpretivism as the philosophical approach for this study.

In contrast to the views of critical realism, the interpretivist researcher argues that reality is a mental construct of individuals. Guba and Lincoln (1994), point out that these constructs do not exist outside the individuals who have created and hold them. Thus, knowledge of a specific phenomenon is dependent on the views and perspectives of respondents (Easterby- Smith, *et al.*, 2002). As such, two respondents may observe the same thing and provide two different versions of reality. This research precisely aims to investigate the process of transferring service culture through perspectives and views of the research participants. The preceding statement further reinforces the interpretivist paradigm as the most suitable for conducting this study.

4.2.4 Rationale for Adopting Interpretivism as the Philosophical Stance in this Research

Taking into consideration the arguments and possible criticisms charged towards the three philosophical perspectives available, the researcher here adopts the interpretivist philosophical perspective. Even though an argument for the use of a positivist philosophical perspective can be hinged on the influence of factors such as, socio- political institutions, lack of resources, inadequate infrastructure, and market heterogeneity on the service culture of foreign owned

hotels in Nigeria, it does not explore how foreign owned hotels implement, such elements as, workplace design, job design, employee selection and development, employee rewards and recognition, and tools to serve customers, to enhance the transfer of their service culture into a country with an emerging market like Nigeria. This also resonates with the assertions of interpretivist emerging marketing scholars (Figueiredo, 2010; Sheth, 2011). These scholars emphasise the need to produce an adequate contextual understanding of the process of how the marketing discipline influences and is influenced by the context, considering the increasing expansion of firms into emerging markets. This provides a further justification for the researcher's choice of the interpretivist stance, as the philosophical stance in this research.

Consequently, the interpretivist approach allows the researcher to reduce the distance between the foreign owned hotels and the researcher. This closeness enhances both practical and theoretical understanding of the phenomena of interest (Bygrave, 1989). Similarly the interpretivist paradigm allows the researcher to explore the complexity of human interaction. Specifically, it will enable the researcher to uncover the subjective meanings and actions of employees of these service firms that enable the service firm to develop a service culture within the Nigerian context. These actions primarily involve subjective decisions of employees, which are informed by the environmental context in which they are embedded. Thus, the process of transferring service culture into the Nigerian context can best be understood through the interpretivist paradigm.

4.3 Research Method (Qualitative)

Qualitative research primarily focuses on the feelings and understanding of individuals (participants) under investigation and adopts techniques that do not require the use of numbers. Instead it relies on the use of text, audio visual material and image data (Creswell, 2003). The qualitative approach aims to create a very deep and strong understanding between the inquirer (researcher) and the subject under investigation (Hair, 2003). The strength of the qualitative research is its ability to provide complex textual description of the experiences of people regarding a particular research issue. It gives information pertaining to the human side of a particular issue, hence exploring beliefs, opinions, and

perceptions, and understanding emotions, relationships, and behaviours of individuals. The strategies, or approaches involved in conducting qualitative studies include; ethnography, case studies, and grounded theory. The methods also include; focus groups discussion, participant observation, semi- structured interview, unstructured interview and documents such as; journal, field notes and diaries (Hesse- Biber and Leavy, 2006).

Qualitative methods can enable this researcher to capture what people say in their own words and describe their experiences in depth (Patton, 1990). Thus, it provides a texture of real life in relation to intangible factors such as gender, ethnicity and religion, social norms, and socio economic status, which cannot be achieved using quantitative methods. In view of these attributes of the qualitative research, it can be rightly argued that gaining a rich and complex understanding of a specific social context or phenomenon (qualitative) is more important than acquiring data that is generalizable to other geographical locations or populations (quantitative). This reason makes the qualitative approach more preferable in this research than the quantitative approach.

Furthermore, qualitative methods are more flexible, in that they allow for greater spontaneity, which facilitates mutual cooperation and interaction between the participant and the researcher (Bryman and Bell, 2007). Qualitative inquiries mostly tend to ask “open ended” questions which do not necessarily have to be worded in the same way with every participant. Participants are then free to respond in their own words and this is because the qualitative researcher will typically tend to use open ended rather than closed ended questions. Thus, responses tend to come in the form of explanations and elaborations. The researcher in turn has the opportunity to ask probing questions and reach deeper into the substance of the investigated issue – something that is not possible under a quantitative approach (Patton, 1990). All of the above-mentioned pros support the use of the qualitative method for this research. Further rationales for choosing the qualitative methodology are explored in the next section.

4.3.1 Why the Qualitative Approach is the Most Relevant in this Research

In this research, the research questions to be investigated demand the use of qualitative data over quantitative data. Specifically, understanding of this complex phenomenon of the process of transferring service culture into an emerging market requires an exploratory research based on a qualitative design (Sheth, 2011). This research is contextualised in the Nigerian emerging market setting. Similarly as noted in **Section 2.3** Nigeria possess unique cultural characteristics which influence the customs, values, beliefs and behaviours of people. Hence the qualitative approach can enable this researcher to obtain a rich and diverse account of activities that enhance the transfer of service culture in foreign owned firms in Nigeria which would have otherwise remained elusive (Bryman and Bell, 2007).

Specifically, this research unveils the experience, feelings and opinion of employees with regards to how the elements of internal service quality, such as, workplace design, job design, employee selection and development, employee rewards and recognition, and tools to serve customers are implemented to facilitate the transfer of service culture in their firms. The qualitative approach provides an in- depth understanding and yields insight into behaviour, and explains actions from the participant's perspective (employees of foreign owned hotels in Nigeria). These aspects are better understood through a reconstruction of the meanings of actors, the practices in which the actors are involved, the context of their belief, and the meanings within the context/ location. Similarly, with the open interpretation to be made by employees; the qualitative approach can provide greater richness of data (Patton, 1990). As with the qualitative approach, the set aim is to adopt the use of interviews, or other methods, which provides a more open- ended response, which, in turn, provides nuances of meanings and views. Thus, by their very nature, interviews can provide in- depth information and allow for the development of the unexpected (Snape and Spencer, 2003).

Furthermore, the experiences and opinion of employees of foreign owned hotels in Nigeria, may not remain generalizable and stable across all possible contexts, however they may exists within particular perspectives and contexts. For instance, most service sectors in Nigeria are substantially influenced by socio- political and faith- based institutions, such as religious groups, cultural

groups, non-governmental groups. This provides individuals with a unique lens through which they see and perceive the world. Consequently relationships are impacted by the cultures, values, norms, perceptions and beliefs of individuals (employees) and decisions always have cultural dimensions attached to them (Sheth, 2011). Hence, the qualitative method in this research has the potential to yield a rich and diverse account of data that otherwise may remain elusive (Bryman and Bell, 2007). As such, experimental designs in social science using quantitative methods may not be the best or most appropriate to understand the process of how elements such as workplace design, job design, employee selection and development, employee reward and recognition, and tools to serve customers, are designed and implemented/ enacted to enhance the transfer of service culture into a country with an emerging market, such as Nigeria. However, it must be taken into consideration that some findings or outcomes in this study do not support an extensive generalization, but present a contextual understanding and knowledge in relation to the Nigerian market.

4.4 Research Logic - Inductive and Deductive Logic

The logical arguments that guide the process of research enquiry are categorised as either deductive or inductive (Eisenhardt and Graebner, 2007). With the deduction logic, the researcher starts with a premise that it is assumed to be true. Based on the initial assumption, deductive logic then tries to establish what else must also be true. Therefore, findings and conclusions are perceived as proven beyond doubt. However, the challenge facing this logic is that the so- called initial premise must indeed be true. On the other hand, the inductive logic entails using theory to derive an explanation of the data. Hence with the inductive logic the researcher begins with a piece of data and then searches for insights from the data. Thus the inductive logic can reveal and illustrate theory that provides a logical explanation of the data.

As the essence of the current research is to explore and explain how service firms transfer their service culture from their headquarters in a developed market to their subsidiary in countries with emerging markets, which can be influenced by divergent contextual conditions, the research process entailed a blending of inductive and deductive logic (Perry and Jensen, 2001). This

researcher believes that the two logics of inductive and deductive cannot be separated because they are often involved simultaneously (Perry and Jensen, 2001). Even though the approach of the researcher at the start of the study was to use a pure inductive logic, it became apparent that relying on this logic alone may deprive the researcher of the benefits of useful theoretical constructs and concepts in the services marketing literature. Therefore extant literature was specifically instrumental in providing a guide at the initial exploration of this study (Yeung, 1997). More specifically the combination of established frameworks from the literature and preliminary inductive phase of the investigation (which involved four interviews) formed the basis on which the initial protocol for the remaining interviews was constructed.

While the data generation process went on from one set of interviews to another, there was regular interaction between data and theory. The researcher did not anticipate that insights into the transfer of service culture would emerge solely on their own. Thus the researcher relied on one major conceptual assumption. This was the conceptual assumption that elements of internal service quality (Heskett, *et al.*, 1994, 1997), enable a firm to develop or create service culture. This also influenced the research design, data collection and analysis. However, contextual themes were to emerge inductively through the process of analysis. In addition, other new themes emerged from documents. Therefore, in this study the inductive and deductive logics were applied simultaneously (Eisenhardt and Graebner, 2007).

4.5 Research Strategy – Case Study

Hakim (1987) suggested that the case study is the social research equivalent of the use of the microscope in natural sciences. Case studies typically focus on one or more selected examples of a social entity – such as organizations, communities, families, life histories, work teams, roles or relationships – and study them using a range of data collection techniques. A defining characteristic of case study research is the emphasis that is laid on one instance or unit in a given phenomenon that is under investigation. It is therefore beneficial when defining the case study to achieve an understanding of the word ‘case’ (Gerring, 2006). A case connotes a spatially delimited phenomenon (a unit) observed at a single point in time or over some period of time (Gerring, 2006). For example,

for a study that examines certain features of nation states, the case or cases under examination will be the nation, or nation states, as the case may be. Similarly, a study that seeks to explain certain behaviours of individuals will have a case composed of individuals. Yin (1989) defined the case study as an empirical inquiry which explores a contemporary phenomenon in a real life context; where the phenomenon cannot be isolated from the context in which it is embedded. Gomm, *et al.*, (2000), simply defined the case study as a research that investigates a few cases, often just one, in considerable depth. Denscombe (2007) adds that a case study focuses on one, or just a few instances of a particular phenomenon, with a view to generating an in-depth account of experiences, relationships, processes, or even events happening in that particular instance.

According to Yin, (2008), a case study represents a story of something that is unique, special, or interesting. It can be the story of individuals, organizations, programs, processes, events, or even institutions. A case study projects the story behind the result by capturing how the story itself came about and it is a good avenue through which the success or failure of a particular project can be identified and examined. Case studies are particularly appropriate when there is a unique or interesting story to be told, as they offer a more comprehensive picture of what happened in the program and why? Thus, this research adopts case study as the strategy of inquiry (Denzin and Lincoln, 2011; Merriam, 2002; Yin, 2008) because the approach is deemed most appropriate for capturing the research objective.

The logic behind case study in this research is to enable the researcher to understand how foreign owned hotels design and adapt the elements of internal service quality, such as, job design, workplace design, employee selection and development, employee reward and recognition, and tools to serve customers to facilitate the transfer of their service culture from their headquarters in a country with a developed market to their subsidiary in a country with an emerging market, like Nigeria. Through focusing on the individual foreign owned hotel within the Nigerian market as opposed to the collective spectrum of foreign owned hotels in other emerging markets (De Vaus, 2001), the case study design in this research allows the researcher to gather much more

detailed information. This would not have been possible to collect using other methods. In terms of data collection, the case design further allows this researcher to combine data collected from multiple techniques (e.g. interviews, observation (used as a technique to support interviews), and document reviews and use them to construct a complete picture of the reality.

4.5.1 Rationale for Adopting Case Study Research

Although critics argue that the case study falls short in terms of generating measurable end products or generalizable outcomes (Denscombe, 2007), this researcher determines that case study is the best means of approaching this research because of the following reasons;

- As illustrated in earlier sections of the literature review, this research does not set out to test models, frameworks or hypothesis that abound in services marketing and management research; rather this research aims to provide a contextual understanding and to contribute to the body of knowledge in services marketing and management research. To that extent, the case study has been deemed most appropriate for developing theory (Yin, 2003).
- The design and adaption of elements of internal service quality such as workplace design, job design, employee selection and development, employee rewards and recognition and tools to serve customers, ensures that the transfer of service culture involves actors (employees) and the firms (hotels) that exist in their natural settings, and cannot be captured in an experimental situation. Since the case study is appropriate for investigating phenomena as they occur naturally (Yin, 2008), this researcher will be under no pressure to impose controls or change circumstances within and around the case.
- The case study allows this researcher the freedom (more so than any other design) to use various data collection techniques and methods in order to achieve a more rounded and comprehensive understanding of the

process of how foreign owned hotels transfer their service culture into Nigeria (Hakim, 1987).

- One of the major strength of the case study is its ability to study things in detail (Denscombe, 2007). As such, the case study will offer this researcher the opportunity to investigate the process of how foreign owned hotels transfer their service culture into Nigeria, from a much deeper perspective.
- Another advantage of using the case study approach for this research is that it accommodates the use of multiple sources of data (Denscombe, 2007). As a result, this research is able to incorporate the interview method, observations (field notes), and the use of documents as sources of data for this study.

4.5.2 Multiple Case Study Designs

It is appropriate at this point to determine the type of case study that is most suited for exploring the process of how foreign owned hotels transfer their service culture in developed markets to their subsidiaries in a country with an emerging market, like Nigeria. Yin (2009) suggests four types of case study designs and these include; single case (holistic); single case (embedded); multiple cases (holistic), and multiple cases (embedded). The use of single case study is deemed appropriate if the study falls under the following circumstances: a critical case, extreme/unique case, revelatory case, representative/typical case and longitudinal case. However, results obtained from multiple cases are often considered more robust, and therefore more compelling. Furthermore, this case study research will investigate the elements of internal service quality such as work design, job design, employee selection and development, employee reward and recognition, and tools to serve customers, with a view to understand how foreign owned subsidiary hotels transfer their service culture from their headquarters in a developed market. Therefore, multiple accounts from different hotels, and employees from different units of foreign owned hotels, who have experience in the design and implementation of such elements in their

respective hotels will provide a more a complete picture. Consequently, because two subsidiary hotels from different hotel chains constitute the unit of analysis of this research, a multiple case (holistic) design is selected as being the most appropriate design for carrying out this study.

4.5.3 Case Definition

Yin (2003) and Stake (1995) have suggested that placing boundaries on a case can prevent the researcher from deviating away from the focal aims and objectives of the research. It will ensure that the study remains reasonable in scope.

The definition of the case may be guided either by; time and activity (Stake, 1995); time and place (Creswell, 2003); and/ or by definition and context (Miles and Huberman, 1994). This research utilises definition, time, place and market share to come up with the selection criteria for the cases to be involved in this study. Foreign owned hotels assume the primary focus of this investigation, because these hotels drive the process of transfer of service culture with their activities, decisions, and strategies. Consequently, foreign owned hotels with a long period of hospitality experience in the Nigerian hotel and tourism industry will be selected in this study. This is because such hotels can be considered to have built a wealth of experience, knowledge, and market share, in the Nigerian hotel and tourism industry. As such, the views, opinion, perception and experiences of their employees, are very important for understanding how elements, such as, work place design, job design, employee selection and development, employee reward and recognition, and tools for serving customers, are designed and implemented/ enacted in their respective organisations. The cases will therefore be defined as;

“Foreign owned hotels in Abuja, Nigeria, with headquarters in a developed market that have more than fifteen years’ of hospitality experience, and have high market share in the Nigerian hospitality and tourism industry”.

More specifically, foreign owned hotels with a minimum of fifteen years hospitality experience in the Nigerian hotel and tourism sector were selected in this study, because in 1998, the Nigerian government had expressed full commitment to pursuing the liberalization policy (Jerome, 2008), by setting up of

the Bureau for Public Enterprise (BPE). The bureau for public enterprise was given responsibilities such as, the implementation of the federal government's policy on privatization of key government institutions and the liberalization of key sectors of the Nigerian economy, in order to attract foreign direct investment. As such, this period witnessed the emergence of several foreign owned firms in different sectors of the Nigerian economy, this also spurred competition in most sectors. Therefore, foreign owned hotels that have met the selection criteria in this study can be considered to have pioneered foreign direct investments into the Nigerian hotel and tourism sector, which also reflects in their market share, as presently, these hotels have higher market shares compared to other foreign owned hotels in Nigeria (Soludo, 2009).

Both Heavens Hotel and Healthy Suites (pseudo names) have the highest market share in the Nigerian hotel and tourism sector, and their current market share stands at 14.8 per cent (National Bureau of Statistics, 2013). This is no doubt a reflection of the experience and knowledge acquired, of how to implement components of internal service quality that suit the specific needs of employees and motivates them to devote more time to facilitate high-quality of service (Soludo, 2009). This also adds up to the selection criteria of the current research.

4.5.4 Number of Cases

Generally, multiple- case designs that consist of between two to ten cases can be considered as adequate, however beyond this number, it can be very difficult to cope with the volume and complexities of the data (Eisenhardt, 1989). Consequently, after the definition of the case, only two foreign owned hotel chains in Nigeria met the case definition requirements. These are Heavens hotel (headquarters in the USA) and Healthy suite (headquarters in the USA). Therefore, given the case definition for this research, two in-depth case studies were conducted; which looked at the employees of these foreign owned hotels in Nigeria. However, before proceeding to the next section a brief background will be provided about the headquarters of both hotels selected in this study as well as their subsidiaries in Nigeria:

Heavens Hotel Worldwide: Heavens hotel worldwide is one of the largest and fastest growing hospitality companies in the world, with more than 5,000 properties in 100 countries and territories. Its headquarters are located in Virginia USA. In nearly 100 years of its existence in the hospitality and hotel industry, the hotel remains a beacon of innovation, quality, and success. This continued leadership is the result of staying true to its signature service culture known as “operation excellence”, which is centred on nine focal areas/ aspects contained in its brand service standard. These include: (a) the selection of candidates with the most suitable skills, knowledge, experience, attitude and behaviour to carry out tasks and responsibilities as stipulated in the brand service standard of the hotel (b) the provision of services to customers hinged on the following customer service building blocks: hospitality, integrity, loyalty, teamwork, ownership, and now (urgency) (c) the creation of a social workplace that promotes social equality,- one that promotes team collaboration and a level playing field that enhances performance (d) implementing a reward system that enhances mutual obligation between the firm and employees (e) provision of a resourceful work environment that enables team members to accomplish their tasks and responsibilities in accordance with the brand service standard of the hotel (f) direct engagement of team members in order to effectively manage relationship between management, employees and customers (g) empowering every employee in order to encourage them do their best for everyone else (h) implementing best practices in delivering outstanding services and experiences to both customers and employees (i) development of employee skills and knowledge in order to enhance the accomplishment of tasks and roles as stipulated in the brand service standard of the hotel. In addition, the brand service standard of the hotel provides management and team members with details and required standards of how to achieve these focal areas listed above.

Heavens Hotel Abuja: Heavens hotel Abuja, began hotel operations in Nigeria in 1994. Heavens hotel Abuja is, structurally, considered one of biggest, if not biggest hotel in Nigeria. The hotel is a five star rated hotel and provides luxury accommodation, exotic cuisines, fully equipped meeting rooms, and leisure facilities. The hotel has 670 rooms and 427 standard rooms, 116 deluxe rooms and 127 executive suites. The hotel has several international awards from Heavens worldwide and World Travel Awards (WTA) and continues to receive

such awards on an annual basis. The hotel participates in Heaven's brand- wide and hotel specific promotions and loyalty schemes, which enable it to maximize earning during peak and off peak periods. Heaven chain presently controls 7.8 per cent of market share in the Nigerian hospitality and tourism sector (National Bureau for Statistics Report, 2013).

Healthy Suite Worldwide: Healthy suite worldwide was established in 1983, and currently has its headquarters in New Jersey, USA. The hotel has continued to grow at a rapid pace, reaching over 1000 properties spread across 68 countries across the world, delivering great experiences to all customers, guests, partners, and to other members of staff, in line with its service culture "count on me". Thus, this growth can be partly attributed to its service culture "count on me", which focuses on seven main areas as provided in its brand service standard. These include: (a) selecting candidates who are the best possible match for the job duties prescribed in the brand service standard i.e. candidates who possess the required attitude, behaviour, skills and knowledge (b) providing services to customers based on Healthy suite worldwide's core customer service values which include, integrity, being responsive, respect for everyone, accountability, and creating a memorable guests experience (c) implementing a reward system that promotes employee sense of responsibility to the hotel (d) enhancing trust between management and employees through direct engagement of employees (e) implementing development programs that improves skills and knowledge, thus, enabling members of staff to accomplish their tasks and roles as stipulated in the brand service standard of the hotel (f) complying with specific standards relating to legal obligations, ethics, and business conduct, while providing amazing services to customers, employees, and associates (g) provision of an efficient work environment that facilitates maximum productivity (h) structuring of jobs and tasks in a way that adds value to employees. Consequently, the brand service standard of the hotel provides management and members of staff with a set of standards for behaviour, preparation, and execution, in relation to these main areas, stated above.

Healthy Suites Worldwide: Healthy suites Abuja opened its first office in Nigeria in 1999. The hotel is one of the leading hotels in the Nigerian hospitality and tourism industry (Sanni, 2009). This is because of its combined global

capabilities, partnerships with local firms and creativity, which enables it to attract and retain customers. The hotel also offers a wide choice of hospitality services, which include, modern conveniences and leisure and recreational facilities. The hotel chain currently controls 7 per cent of market share in the Nigerian hospitality and tourism sector (National Bureau for Statistics Report, 2013).

4.5.5 Case Selection

Unlike quantitative research, random selection of cases is neither necessary nor desirable in qualitative case-based research (Miles and Huberman, 1994). Due to the exploratory and theory-driven nature of this study, criterion sampling will also be required to select one branch of each of the foreign owned hotel chain involved in this study, (Patton, 1990; Yin, 2003), this is because both hotel chains have more than one branch in Nigeria. The researcher will thus, apply proxy criteria to select cases (one branch of the foreign hotel to be investigated). The cases will also satisfy all of the following criteria;

Ownership- The hotel must have its headquarters in a country with a developed market and full ownership must be from such developed country.

Status- the branch of the hotel chain must offer hotel services to customers

Location- the branch must be situated in the same city where the researcher resides, this is mainly for convenience.

Time- the hotel chain must have more than fifteen years of hospitality and hotel experience in the Nigerian hospitality and hotel sector.

Thus use of the selected cases is justified in that it enables the researcher to explore how a foreign owned hotel chain transfers its service culture from a country with a developed market to its subsidiary in a country with an emerging market, like Nigeria. This will further facilitate the easy selection of a hotel to conduct the current research, since both hotel chains have numerous branches. The use of these cases will also facilitate easy access to contextual data for the research. Lastly, consistent with the aims and objectives of the study, the selection of the cases is further justified on the basis of the phenomenon/subject of interest (a typical case) which this study sets out to

explore. In essence, the selection of cases typifies ***the process of how service culture is transferred from a developed market into a country with an emerging market.***

4.6 Data Generation

This section of the methodology chapter provides the data generation phase of this research. Data generation involves the use of multiple sources of data (Pettigrew, 1985). Yin (1989) argues that the application of multiple sources of data is indeed indispensable in any case study research. The rationale for the usage of multiple sources of data is that, where one source data does not capture enough detail, another source can be used to bridge the gap. Consequently, multiple lines of evidence can also help to address inconsistencies that may emerge between multiple sources and various layers of meaning (Pettigrew, 1990). Moreover, the use of multiple sources of data compared to a single source can enhance reliability in case study research (Creswell, 2006). Merriam (2002), explains that the techniques used for data collection in a qualitative research include; interviews, documents and observation. Yin (2003) recommends six types of information that can be collected under a qualitative case study. These are interviews, documents, direct observations, participant observations, physical artefacts, and archival artefacts. However, in order to achieve an in depth understanding of how foreign owned hotels transfer their service culture from their headquarters in a developed market to their subsidiary in a country with an emerging market, like Nigeria, two main sources of data were used: semi- structured interviews and documents review. Equally field notes from observations were used as a technique to support the interview method in this research. These are detailed below.

4.6.1 Semi- Structured Interviews

The principal method of data generation in this research is semi- structured interviews. This study implemented 30 interviews in total. However, prior to providing details of the interview process, this section will explain the rationale for using semi- structured interviews. As previously stated this researcher ontologically assumes that the knowledge of the world is subjective. Hence in

order to acquire the real knowledge of the process of transferring service culture, this researcher will have to interact with the research participants (Ticehurst and Veal, 2000). Woodhouse and Livingwood (1991) argue that this strength of the interview ensures an interactive relationship between the researcher and the participant, which facilitates the process of obtaining first-hand experience providing valuable meaningful data. Bryman (1988) further reveals that, the time and subsequent relationship built between the researcher and the participant is crucial for genuine understanding. This is because the nature of a semi- structured interview means that it contributes to participant empowerment and better communication, and this also enhances the participation of the researcher. Thus, semi structured interviews can enable this researcher obtain crucial and genuine understanding of the process of transferring service culture through the perceptions and views of the research participants. Secondly, the semi- structured interviews have been used in both single and multiple case studies to investigate the development of marketing perspectives and practices within the context of emerging markets (Yeung, 1997). Therefore through semi- structured interviewing with key informants in both service firms selected in this study, this research can generate a significant explanation of the nature of how service culture is transferred and developed, including how unique contextual factors influence the process. Another significance of semi- structured interviews for this research is that the researcher can speak to the right people who possess the requisite understanding of how their respective firms transfer their service culture. Similarly, Yeung (1997), argues that this is one of the most crucial parts of qualitative business research.

4.6.1.1 Sampling Population

A series of semi-structured interviews were held with senior staff of the human resources, IT services, engineering and facility services, and customer services units, in the selected branches of hotels that make up the cases in this study (one branch of Heaven hotel and one branch of Healthy suites). This is because, these units implement the elements of internal service quality, such as, workplace design, job design, the process of employee selection and development, employee reward and recognition system, and tools to serve

customers (Sopow, 2007). As such, this will provide a clear insight into how foreign owned hotels implement the elements of internal service quality in specific situations (like the Nigerian market), to facilitate the transfer of their service culture. Furthermore, both hotels that make up the cases in this study (Heaven hotel and Healthy suites) have a similar organisational structure, due to the fierce competition between hotels in Nigeria, and both hotels aim to attract and retain a highly skilled and motivated workforce, who will ensure effective and efficient service delivery to customers (Soludo, 2009).

A branch of both subsidiary hotels that constitute the cases in this study is headed by a general manager/ head of operations. A branch is also organized into four (4) units, and as stated earlier includes; customer services, human resources, facility services, and IT services, with each unit headed by a deputy manager. Therefore, the manager/head of operations, the deputy managers, assistant managers, and senior officers, in all units that make up the selected branch of the hotel will be the potential participants in this research. This is based on the fact that in every firm, and by virtue of responsibility, this cadre of senior officers are more involved and responsible for decision making with regards to the design and implementation/ enactment of elements of internal service quality (Zhang, 2000). Furthermore, a close review of the organogram of both firms on their website, reveals there are a minimum of thirteen senior positions in every branch of both firms i.e. the general manager, four deputy managers, four assistant managers and four senior officers. Hence, the current study did not firmly peg the number of participants in the interview, in order to ensure that the sample size is not too small to restrict the full exploration of the phenomenon. The total number of interviews in both firms did not exceed forty.

4.6.2 Documentation

The second source of data source used in this research is documentation. Documents that can be used to carry out qualitative study may include unpublished or published printed materials. These can include government reports, company reports, memos, letters and newspaper articles (Silverman, 2001). A key advantage of using documents is that they are readily available

and can be a source of massive data providing significant insight into the subject of study. Within the context of this research, the activities involved in the process of transferring service culture tend to occur concurrently and within different departments in the organisation. Therefore some of the ways this study accessed these different departments was through physical documents. Indeed the documents and materials used facilitated in providing this research with a more complete picture of the phenomenon of interest (Pettigrew, 1990).

Furthermore, documents such as newspapers and annual reports were obtained and used in the literature search of the current research. Documents in the form of unpublished and published articles were also obtained from the internet. This further added to the triangulation of data source and also added empirical depth into the findings that explains how unique contextual factors affect the transfer of service culture.

4.6.3 Observation (Field Notes)

There has been scholarly interest by researchers regarding the importance of observations, not as a method but as a technique in interviewing and a vital aspect of field notes (Emerson, *et al.*, 2001). The point is that it is vital to record field notes as closely as possible in time when events were observed before, during and after interviews (Sandelowski, 1986). Waterman (1998) notes that with writing field notes, researchers can combine a variety of qualitative data sources. Thus, in this research, observations (as recorded in field notes - see **Appendix 6**) will be considered as a technique to support interviews and not necessarily a separate method. This further means writing an account of the interview experience/process at the end of every day and in other instances recording events as they occur *in situ* (as the event happens). This process ensures that details and indeed the entire event are not lost to memory (Waterman, 1998). The use of observations as a technique in interviewing has its merits. For instance, it enables the researcher to provide a comprehensive picture of the events that may have had an impact on how research participants responded, and thereby shedding more light on the phenomenon of interest. It also ensures the constant and unconscious analysis of events and the interview data by the researcher and in essence introduces rigor in the analysis of responses. This is because it compels the researcher to focus on certain

activities, key events, and the reactions of the participants to these events. Overall, observations in this research, as contained in the field notes, enable a re-enacting of the context within which something was said or observed during interviews. In essence, as a technique, observations enabled a portrayal of the physical environment, people, and actions, which made up the setting, and thereby enriched the accounts and analysis of the interviews.

4.6.4 Pilot Study

In order to test the research design prior to commencing the actual empirical phase of the research and to generate a preliminary understanding of how service firms transfer their service culture, specifically in the Nigerian environment, four exploratory semi- structured interviews were conducted in the period, between August 2014 - September 2014. Two employees from the human resources department of the two cases in this study were interviewed. The interviews were recorded and subsequently transcribed. See details below;

Table 4. 1: Exploratory interviews

Interviewee	Date	Duration
Senior Officer Human Resource Department (Heaven hotel).	August 2014	1hr 12mins
Senior Officer Human Resource Department (Healthy suite)	August 2014	1hr 14mins
Senior Officer Customer Services (Heaven hotel)	September 2014	1hr
Senior Officer Customer Services (Healthy suite)	September 2014	56 mins

Methodologically, the pilot study was helpful in the development and the amendment of the interview protocol used in this research. In addition the pilot study provided the understanding and awareness of how respondents may perceive the research. Hence, this brought to the fore, the potential barriers that may be encountered in the process of data gathering and how the barriers can be resolved. Consequently, considerable insight was gained into a number of

issues in relation to the contexts, which were previously understood in theory by the researcher. Therefore the pilot study provided the first empirical observation that complimented the researcher's understanding of the emerging market literature. Moreover, the pilot study offered several valuable lessons for the researcher. First was the realisation that environmental conditions and equipment failure could potentially undermine the research. Therefore, it was ensured the interview equipment was kept from background noise and interruption. Spare batteries were also made available so that there were no interruptions. All these measures, applied, helped to ensure the reliability of the research.

4.6.5 Protocol Development

To ensure that the process of data generation was structurally sound, the researcher developed an interview protocol which was used for the first four participants (see a copy of the protocol in **appendix 1**). Indeed the protocol serves as the analytical spine in comparative case studies and serves as a major point of reference throughout the study (Pettigrew, 1997). Moreover the interview protocol provided a means to probe deeply into activities and sub-activities of how service firms transfer their service culture. The interview protocol also facilitated the replication of the interview process which further ensured reliability (Yin, 1994). This researcher developed a standard case protocol made up of three major sections. The first section focused on the overview of the study and included the objectives and rationale. The second section focused on field procedures and ethical issues and covered aspects, such as, tape recording and confidentiality. The third and the last section provided an outline for thematic areas of discussion. Even though the areas progressed in different ways during the course of the interviews the research aim remained consistent throughout the course of the study, focusing on how service firms from a developed market transfer their service culture into a country with an emerging market, like Nigeria. Generally interview protocols are refined and tested at the early stages of conducting interviews (Pettigrew, 1997). The initial protocol used in this research was tested in the pilot study. This further allowed for amendments to be carried out on the final protocol that was used in the main research.

This research used Heskett, *et al.*'s (1994, 1997) elements of internal service quality, as well as the broader services marketing literature, to develop the structure of the themes that were used in the interview protocol. Therefore the structure of themes in the interview protocol matched with employee selection, tasks, responsibilities and job structure, employee reward and recognition, tools to serve customers, and workplace design, elements that enable a firm to develop service culture (identified in the extant literature). This thematic structure facilitated a positive interaction with participants and encouraged them to speak more openly about their perceptions and experiences (Kvale, 1996).

4.6.6 Interview Process

This section presents a detailed explanation of the semi- structured interview process that was carried out with the 30 informants in this study. This covers the planning of the interview, the delivery of the interviews and consequently the management of the interview process. Prior to embarking on the interviews the researcher transmitted numbers of documents to the participants at least a week ahead of the scheduled interviews. The documents presented to the participants included, one that provided an overview of the research agenda and outlined the objectives and methodology used in the research. Another document also consisted of the topic and guide of the interview. This document also outlined the issues that will be discussed. The last document was a letter of intent that emphasized an agreement of confidentiality and anonymity of the participants, duly signed by the researcher and his supervisors (see appendix for a copy of the document). Pettigrew (1997) also suggests that the guiding principle to determine the date, location, and time of interviews should be agreed between the researcher and the interviewee. Thus, the researcher tried to accommodate the needs of the employees in relation to date, time, and location. The interviews were conducted face- to face.

The interviews were carried out between the periods of September 2014 to November 2014. Based on the aim and objectives, the informants were chosen (as earlier stated in **sub- section 4.6.1.1**) using two of the following categories; **the department:** comprised of relevant units of both firms that engage in activities related to elements of internal service quality (Heskett, *et al.*, 1994, 1997), **position:** responsible for decision making with regards to the

implementation of elements of internal service quality. In total, thirty participants were interviewed. The table below depicts the categories of the respondents.

Table 4. 2 An Overview of Interviewees

Time	Department/ Position	Number	Cases
September 2014	Engineering Department/ Senior Members of Staff	4	Case A (Heaven Hotel)
September 2014	Engineering Department/ Head of Unit	1	Case A (Heaven Hotel)
September 2014	Customer Services Department/ Senior Members of Staff	4	Case A (Heaven Hotel)
October 2014	Customer Services Department/ Head of Unit	1	Case A (Heaven Hotel)
October 2014	Human Resources Department/ Senior Members of Staff	4	Case A (Heaven Hotel)
October 2014	Human Resource Department/ Head of Unit	1	Case A (Heaven Hotel)
October 2014	Human Resource Department/ Senior members of Staff	4	Case B (Healthy Suite)
October 2014	Human Resource Department/ Head of Unit	1	Case B (Healthy Suite)
November 2014	Engineering Department/ Senior Members of Staff	4	Case B (Healthy Suite)
November 2014	Engineering Department/ Head of Unit	1	Case B (Healthy Suite)
November 2014	Customer Services Department/ Senior Members of Staff	4	Case B (Healthy Suite)

November 2014	Customer Services Department/ Head of Unit	1	Case B (Healthy Suite)
---------------	--	---	------------------------

Each of the interviews started with an introduction of the background of the researcher. This was further followed by an outline of the purpose, aim, and objectives of the research, with a re-iteration of confidentiality. Even though the issue of confidentiality had been emphasized earlier on, and the researcher had duly signed a written undertaking to reassure the participants, the researcher felt it was further necessary to verbally reiterate the issues at the beginning of every interview. All interviews were recorded with the full permission of the informants. Each of the recorded interviews was saved on a separate audio file and the file labelled with the pseudo names of the participants. The interviews ranged between 45 minutes and 72 minutes in duration.

The 30 interviews were conducted using the semi- structured format. A structured interview approach is problematic in that it confines the investigation to a specific dimension and thereby constructs certain meanings into the interview (Bryman, 2004). The process of transfer of service culture is complex and influenced by a number of contextual factors. Thus understanding this process requires that the responses of informants are not subjected to the interviewer's bias through structured interview questions. Therefore a semi structured interview guide that comprised of a set of themes (in relation to the elements of internal service quality Heskett, *et al.*, 1994, 1997), and suggestive questions was adopted. The adoption of the semi structured interview format, permits flexibility for changes to be made in the sequence of themes that were covered, and thus, allows further probing of the responses of participants (Bryman, 2004). Initially, the researcher had a list of questions on a range of issues; however, he gave the interviewees the liberty to answer as they wished. This enabled the interviewees to speak in depth to explain their perceptions and experiences. Following some responses, more probing questions were asked, which added richness and clarity to the data (Zikmund, 2000).

4.7 Data Analysis

This section of the chapter is concerned with the analysis phase of the research. The process of data analysis in this research followed four main steps: (1) transcribing; (2) data condensing; (3) within- case analysis; and (4) cross- case synthesis.

4.7.1 Step one: Transcribing

Following the suggestions of Bryman and Bell (2007), the interviews conducted in this research were recorded using a digital MP3 player. Therefore there was a need to convert the audio recording into written text to facilitate the analysis. All 30 interviews conducted in this research were converted to written texts by the researcher and subsequently saved in word document files. The researcher also read the transcripts over and over again, which allowed the researcher to gain a solid foundation on which to build the analysis and interpret the data.

4.7.2 Step two: Data Condensation

Qualitative data can be vast and may contain irrelevant material. Therefore in order to contain, facilitate, and ease the analysis, the researcher proceeded to organise and categorise the data (Robson, 2002). The process of data condensation involves organising and reducing the data, to enable the researcher to focus on the data that is most important to the research, as the researcher prepares to interpret and draw conclusions (Miles and Huberman, 1994). Gummerson (2006), notes that there is a need to condense data, to make the same information more compact and manageable but not lose weight. It is also important to note that this stage of the data analysis involved organising and condensing data gathered in this study from interviews, documents, and field notes from observations. Consequently, this researcher is aware of computer software packages such as NVivo, which can be used to carry out qualitative analysis. However, such a tool was not necessary or essential, because the number of interviews was not too great. Coding manually ensured that this researcher remained close to the data, so as to uncover meanings that lie beneath the respondent's subjective reality, even though it was time consuming. Therefore manual coding of the interview, field notes from observations and documentary data was considered adequate for

the process of analysis and was adopted. First the researcher developed pre-categories, mainly from the service marketing and the emerging markets literature, before embarking on the coding process. The pre-categories were formed around enablers that facilitate the firms to transfer their service culture, as well as contextual barriers that impede the process.

The intention at this stage was not for these themes to serve the function of testing or verifying the theory. Instead they were applied to facilitate the contextual refinement and specification of the themes that will emerge from the data. Hence, in the course of the research, pre-categories may not manifest into substantive themes. They do, however, push forward new and more interesting ways of organising the data. This stage adopted the principles of coding (Miles and Huberman, 1994), thus, the process involved breaking down data into different units of meaning. The process began with a complete reading of text of all interview transcripts, documentary evidence, as well as the field notes and then examined line-by-line, seeking to identify words or phrases that connote specific meanings. This was the first step of coding, and was done through a line-by-line analysis and identification of phrases, sentences, or sections, and then pasting them under specific categories.

Carson and Coviello (1996) raise some concerns about coding and note that the process is somehow rigid. The authors argue that this can inhibit rather than facilitate analysis. Even though this researcher proceeded with the coding, the researcher was being open to the emergence of new themes or categories outside the pre-categories that were initially pre-determined. From the categories identified, other analytic variables began to manifest. These are data which did not appear to have any conceptual logic, or failed to fit into any existing categories, and were therefore, placed into a separate analytic category. The process also involved writing memos as the researcher proceeded with the coding. These notes enabled the researcher to document initial impressions when he encountered a specific passage of text. As Miles and Huberman (1994) noted, memos are fundamental techniques for qualitative analysis, a tool for sense making in the hands of the researcher. Overall, the process of coding culminated with the emergence of categories and sub-categories. The process of coding was stopped after the researcher felt satisfied that the list of codes had converged to depict the process of

transferring service culture and the interface between the process and contextual factors that shape the behaviours of both firms. As an example of the coding process, **Table 4.3** demonstrates how codes converged to illustrate the activities involved in enhancing the development of service culture under major themes, which include; inclusiveness, improvisation, provision of social support, engaging in unethical behaviour to sustain quality of service and knowledge and skills transfer.

Table 4. 3 Sample of Codes

Themes	Inclusiveness	Knowledge and skills Transfer	Improvisation	Provision of social support	Engaging in unethical behaviour
Codes	Inclusion of place of worship in the design of the workplace	Providing high potential with employee development programs in the headquarters of the hotel	Provision of alternative source of power to the hotel to enable employees to accomplish their required tasks and responsibilities	Providing support to employees in the form of salary advance, and financial and legal services, in order to enhance their commitment towards achieving their tasks and responsibilities	Payment of bribes to regulatory officers in order to enhance a reliable and efficient work environment for employees
Codes	Inclusion of religious beliefs of employees in structuring tasks and responsibilities	Using accredited consultants from the headquarters of the hotel to provide employees with requisite skills and knowledge	Providing employees with alternative means of commuting to and from the workplace to enhance their efficiency in executing their required tasks and responsibilities		

4.7.3 Step Three: Within- Case Analysis

At this stage of the analysis, the researcher had already made a detailed description of the cases in the study, as well as completed the coding of all transcripts and documents within each case. The next stage entailed the

analysis of the patterns that emerged from the data within the individual cases. The focus at this point of the analysis was to acquaint myself with the individual cases and allow the patterns at the case level to emerge before attempts are made to examine the data across the two cases (Eisenhardt, 1989). Precisely, the categories from the coding served as building blocks supplemented with comments and notes within each case file. This enabled the researcher to detect relationships and connections. Following Miles and Huberman's (1994), process of within case analysis, numerous strategies of interpreting data, such as noting relationships between variables and clustering, were used.

There were instances during the within case analysis process when the researcher discovered that the interview data were insufficient to provide an explanation of a particular connection or relationship. Therefore, an alternative source of data in the case files (i.e. documents and field notes from observations) and the literature were looked at to gain a better understanding of the relationship or connection. Since this researcher adopted the iterative approach (Orton, 1997), it provided a chance to the researcher to turn to deductive thinking and then go back to the documents and field notes to search for evidence, which also typifies the inductive- deductive approach adopted in this research

4.7.3 Step Four: Cross- Case Analysis

A comparative research essentially aims to interpret and provide an explanation of a researched phenomenon through the identification of differences and similarities across cases. Ragin (1987) notes that it is not difficult to make sense of a single case, the challenge comes when trying to make sense of the diversity across cases in a way that integrates differences and similarities in a single and coherent framework.

The cross case analysis is aimed at making sense of the different findings from the single cases, thus building explanations of their similarities and differences (Yin, 2003). This procedure entails the rigorous comparison and contrasting of themes from the individual cases. Within this process, there were some patterns that were identified across some, but not all, cases. Such findings prompted the researcher to revisit the general pattern and try to disentangle the complexities

of the process of transferring service culture. Pettigrew (1997), argues that in the analysis of a particular process, issues do occur both in a nested context and alongside other processes. Therefore, the cross- case analysis has taken into account not just the actions and strategies of foreign owned service firms, but the context in which these strategies occur.

The cross case analysis also enables the researcher to enhance reliability of the research findings. Consequently the use of multiple sources of data through the cross- case analysis served to support the validity check. Eisenhardt (1989) explains that the comparison of emerging concepts within the literature is a fundamental feature of case study research. Therefore, in the course of carrying out the cross- case analysis, the researcher pondered on questions such as; what is similar, what is different, and what can the services marketing and emerging marketing literatures tell us about why these similarities and differences are occurring.

4.8 Triangulation

The weakness of interviewing only the participants is the potential that their perception may likely be a single representation of reality (Miles and Huberman, 1994). Similarly, there is potential that responses from the interviews may be affected by an inaccurate understanding or poor call (Yin, 1989). In addition, the interpretation of the accounts of the participants can amount to a distorted version of the reality. Therefore, it is possible that the perceptions of participants and opinions of this researcher alone can miss important details and, in turn negatively affect depth of understanding. Consequently, the case study research emphasises the building of accounts of the phenomena of interest using multiple lines of evidence using triangulation (Yin, 1989). To enhance in building a comprehensive story of the phenomena of interest this research draws on triangulation by data source. Triangulation by data source in this study involved the use of multiple sources such as, interviews, field observations (as contained in the field notes), and documents (service guidelines) to draw a diverse perspective on the same phenomena (Mile and Huberman, 1994).

4.9 Integrity of the Case Study Strategy

This section provides a discussion of the integrity of the case study. The construct of reliability is fundamental in assessing the integrity of a case study research (Yin, 1994). This is because qualitative research is subject to individual perceptions and it is often difficult to establish validity and reliability (Patton, 1990). However, this study adopted structural and procedural safeguards which enhanced the validity and reliability of the data (Patton, 1990).

4.9.1 Data Reliability

The notion of reliability in qualitative research has developed over the last decades and even though some qualitative researchers have gone as far as rejecting the construct of reliability and incorporated other constructs such as trustworthiness, rigor, and quality, this research adopts the term reliability. Consequently this research operationalises reliability to better reflect a more interpretivist conception of quality (Seale, 1999). Thus, in this research, reliability refers to the criteria of authenticity that were used in the evaluation of the quality of the research beyond the methodological dimension (Guba and Lincoln, 1989).

Thus, to improve reliability, a number of measures were adopted. First, in a case study research, reliability is most times satisfied by explicitly defining the procedures that are used in the study of the case. Thus, in this study all the procedures and mechanisms regarding data collection and analysis were clearly stated in the methodology chapter. Secondly, this researcher had established a carefully constructed interview protocol which aimed to ensure a high level of consistency in relation to interview procedure, focus of questions and content, and ethics. As stated before, this protocol was tested during the pilot phase of the study to identify and rectify potential issues. Even though the order of questions changed in some interviews, the contents of the questions remained constant. This consistency facilitated the quick development of a pattern of responses. Thirdly, the research used credible conceptual constructs and theoretical assumptions within the fields of service marketing and emerging markets, to inform the research design and guide the process of data collection. This includes the highly credible theory of service marketing, the service profit chain model (Heskett, *et al.*, 1994, 1994) as the major theoretical lens through

which to investigate the process transferring service culture into emerging markets like Nigeria.

Fourthly, following Seale and Silverman (1997), the researcher aimed to gather an accurate understanding of the experiences of employees of both firms considered in this study. Thus the protocol included several open questions which were believed to be the most efficient route towards authentic responses. Fifth, the research developed a triangulation system to improve the reliability of the interview data. This involved conducting interviews in three departments in two firms: the engineering department, customer services department and the human resources department. This further improved convergence of meaning across the set of interviews, the field notes from observations and data from the documents.

Sixth, all interviews were digitally transcribed to ensure an intense verbatim record of all interviews. Seale and Silverman (1997), argue that transcripts of recordings, offer an excellent record of naturally occurring interactions. Indeed, digital recording provided a highly reliable record of interviews in this study. Seventh, Wolcott (1990), cited in Cho and Trent (2006:320) recommend that qualitative researchers should record, write accurately, and seek feedback and report fully. In accordance with the preceding statement, the researcher shared his reports and findings with his supervisors as part of the process of analysing and writing. Finally the researcher developed a coding system for the 30 semi-structured interviews, as well as for the documentary data, detail discussion of the process has already been presented in **section 4.7**.

4.10 Ethical Considerations

Ethical issues exist in every stage of the research process. Therefore efforts are made to protect the rights and dignity of participants in this study, including their rights to confidentiality, anonymity, informed consent and the right to withdraw from the study. This information is detailed on the information sheet and consent forms. First, this researcher will ensure there are no intrusions or invasion of the privacy of the participants; as such, the interviews were conducted in a safe and convenient place to be selected by each participant. This is because the researcher envisages that participants (employees) may

feel threatened if their responses can become known. Furthermore, for easy understanding, the consent form and information sheet were made available in the English language, which is the official language in Nigeria and interview participants were also requested to seek clarification on issues not clear on the consent forms and information sheets.

In addition, informed consent forms were signed in duplicate; a copy was kept by the researcher, while the second copy was kept by the respective participant. The invitation to participate in the current study was made possible with the support of the branch manager and only those willing to participate with the researcher. This process is aimed at further ensuring participant's confidentiality and autonomy. The participant's records (such as audiotapes, transcripts, interview schedules, and field notes) are kept by the researcher in line with the agreement with the participants as detailed in the consent forms. The records are kept by the researcher in a safe, suitable, sizeable, durable, and locked container. The records are protected from any form of damage, unauthorized use, removal, and disclosure of the information they contain.

However, before embarking on the current study ethical approval for the study was granted by the University of Bradford Research Ethics Committee on the 07/ 07/ 2015.

4.11 Potential Limitations of the study

Even though the case study is the most suitable method for this study, a number of limitations could be highlighted. Other limitations in relation to the findings and conclusions of the research have been highlighted in chapter eight. However, first of the common critique of the case study, is that it is difficult to generalise findings or transpose a case setting to another. By its nature, a case study research cannot be representative of the general population from which it was extracted. However, this researcher is not unaware of these weaknesses and strengths of what was done in this case study research (Gummesson, 2006). The second weakness of the case study research is derived from its strength. The large amount of data collected by the researcher could result in complex theories, which can equally compromise precision (Parkhe, 1993).

Thirdly, in a case study research, it is quite challenging to set the boundaries of 'process', 'events', and 'time'. This researcher, however, attempted to deal with these challenges through the setting of boundaries, territories, processes of interests to the research, and a realistic time frame for each case study at the start of the study (Creswell, 2006).

The semi-structured interview technique that was implemented to gather data in this study has its own weaknesses. By its nature, the semi-structured interview relies particularly on verbal behaviour. This means that critical information can be missed as long as the participant chooses not say it (Bryman, 2004). Thus, the bias of the interviewee can lead to missing critical information. On the other hand, the interviewer may be biased which can pose as an additional limitation. Thus the process of administering the interview questions, interpretations, and the presentation of data, may not be entirely detached from the bias of the researcher regarding the process of transferring service into a country with an emerging market, like Nigeria. Even though the sections above demonstrate some potential limitations of the study, conscientious efforts were made to mitigate this, through improving reliability whilst being thorough and systematic in the process of data collection (i.e. the inclusion of field notes from observation), interpretation, and presentation.

4.12 Summary

In summary, this chapter explained the research philosophy and the paradigm adopted in order to understand how the elements of internal service quality in the service profit model can facilitate the transfer of service culture in a foreign owned hotel with its headquarters in a developed country to its subsidiary in a country with an emerging market, like Nigeria. The chapter provided a description of the three main research paradigms. The pros and cons of these paradigms were examined, and Interpretivist philosophy was selected, and further justified as being the most appropriate philosophy to address the research aim. It was then determined that the qualitative approach would be the most appropriate and was consequently adopted. The context of the Nigerian hospitality and tourism industry was used in this research, because of its growth, contributions to the Nigerian economy and its current challenges

already discussed in **Chapter 2**. Furthermore, the Nigerian hotel sector displays similar characteristics that are distinctive to other emerging markets. This also elicited the use of case study design, since it is the appropriate method for isolating a case or a number of cases and studying them in-depth. In addition, the details of the research design, as well as the data collection methods, were discussed. Lastly, issues regarding the research reliability, ethical considerations, as well as the perceived limitations of the study have all been covered substantially.

CHAPTER FIVE: ANALYSIS- Case A

5.0 Introduction

This chapter contains the within case analysis carried out in this research. The within case examines this case in isolation in order to understand the individual trajectory of the case. Interview narratives of case participants were critically analysed. Further evidence was also gathered in the course of the interviews through writing of field notes from observation of key events. Evidence was also collected from documents. Thus, the within case culminates in a detailed and comprehensive account of this case. The presentation of the results of this case is generally a reflection of the research objective. Consequently the findings from this case will form the basis for the cross- case analysis/ discussion chapter.

5.1 Case A

As noted in **Section 4.5.4** case A is a subsidiary of the Heaven's chain in Nigeria. It began operations more than twenty years ago, precisely in 1994. This is a five star rated hotel and provides luxury accommodation and other hotel services to both local and foreign customers. The hotel has won numerous international awards on an annual basis; which include the World Travel Awards (WTA). The vision of the hotel as observed on the wall of the main foyer of the hotel also centres on providing a resourceful work environment for team members to enable them to do their best in their roles and achieving their tasks, thus providing amazing services and creating heartfelt experiences for the guests. This is an observation that further raised the inquisitiveness of this researcher prior to, and in the course of, the interviews. Therefore, how the hotel creates a work environment that supports the transfer of its service culture into the Nigerian context will be the focus of analysis, which is also in accordance with the research objective of this study. However, the analysis of interviews reveals some contextual challenges that shape certain activities of the firm in transferring its service culture. Therefore, the presentation of this case will highlight these challenges as the main themes in the analysis chapter. The challenges identified in the analysis of this case include religious allegiance and ethnic affinity, lack of knowledgeable and skilled labour, inadequate

infrastructure, corruption, and unique societal factors. Consequently, the activities of the firm, while influenced by these challenges, also enable this firm to transfer its service culture into a context like Nigeria, and this will be presented in the table below. These activities will be presented in codes and further categorised into thematic areas as reflected in **Table 5.1**.

Table 5.1 List of Codes and Themes that Enable Case A Address Contextual Challenges Identified

CONTEXTUAL CHALLENGES IDENTIFIED	LIST OF CODES THAT ENABLE THE FIRM ADDRESS CONTEXTUAL CHALLENGES IDENTIFIED	THEMATIC AREAS
LACK OF KNOWLEDGEABLE AND SKILLED LABOUR	The provision of tacit knowledge through third parties	TRANSFER OF SKILLS AND KNOWLEDGE
	Use of high potentials to influence other team members	
	Exposing team members to other departments in the Headquarters	
CORRUPTION	Paying Bribes and Making Contributions	ACCOMMODATING CORRUPTION
UNIQUE SOCIETAL FACTORS	Providing food items to employees	PROVISION OF SOCIAL SUPPORT TO EMPLOYEES
	Provision of legal and financial support	

RELIGIOUS ALLEGIANCE AND ETHNIC AFFINITY	Employing individuals from major Nigerian Cultures	INCLUSIVENESS
	aligning employees to the culture of the organisation through religious leaders	
	Flexible shifts to accommodate the religious beliefs of staff	
	Accommodating societal hierarchy in the workplace	
	Provision of place of worship for team members in the workplace	
	oath taking ritual	
	Encouraging frontline staff to use their initiatives	
	Collective bargaining between worker's union and management	

The table **(Table 5.1)** above highlights the contextual challenges identified in this firm, as well as activities influenced by these challenges, which also allows this firm to transfer its service culture, thus the remaining part of the analysis will provide a detailed discussion of these activities in relation to the challenges identified (themes).

5.1.1 Lack of Knowledgeable and Skilled Labour

Specifically, the findings reveal that, just like most emerging markets in Africa, Nigeria grossly lacks knowledgeable and skilled labour, who can efficiently and effectively carry out tasks and responsibilities in industries that require specific skills and knowledge (Sheth, 2011). Thus, this section of the analysis will specifically reveal how the firm implements elements of its internal service quality in order to enhance the transfer of knowledge and skills from its headquarters to its employees in its subsidiary, in order to enhance commitment, performance, productivity, and efficiency, towards accomplishing tasks and responsibilities as stipulated in its brand service standard. These activities include (a) identification of high potentials (b) inter- departmental experience for team members (c) use of accredited consultants from developed markets. These activities of the firm will be further presented under the theme the transfer of knowledge and skills (from the headquarters of the firm in a developed market) in the discussion chapter.

Identification of High Potentials

The respondents in the human resource department reveal that in the process of selecting new team members, the talent resource unit identify high potentials on behalf of the hotel. An exploration of responses reveals that the hotel understands the huge dearth of skilled labour in the hotel industry in Nigeria. Thus, to cover identified critical and leadership positions in the hotel, the talent unit looks out for things like outstanding behavioural traits, skills and other things that are specified by the Heavens international office. The specification provides focus for members of the talent resource unit and helps them to identify the desired skills, behaviour, and attitude. Basically, this ensures that persons with extraordinary skills and attitudes are identified. Thus, when potential talents are identified they are brought to the fore. Specifically in this case, the documents sighted by this researcher in the human resource department, reveals that these people are taken to the hotel's headquarters and placed in the strategic departments of the hotel to enhance their performance. A further analysis of the interviews reveals that these people are taken to the headquarters because these properties are larger in size and have more departments. Therefore, most of the key elements in the brand service standard can be seen to play out. Equally, these people (high potentials) are given the

necessary training, thus, when opportunities are available these persons (high potentials) can always fill leadership positions or gaps. Consequently, on their (high potentials) return back, they can help to sustain the goals of the business and motivate other team members to do so. This further ensures that people are retained and motivated in the hotel, and enables the hotel to also have a constant supply of talents.

The way we have structured the selection process, we never lack leaders here to fill in the gap. During the selection process and especially when we vet on their CV's we are able to say this is the person we are employing and based on that we focus on these individuals

Aisha, Human Resource Department

You know the selection process in this hotel is designed in such a way that it continuously breeds leaders to fill critical areas in the hotel, and this has been set up from the beginning of operations here

Amina, Engineering Department

A team member in the engineering department, who was identified as a high potential during the selection process, noted that he started as an air-conditioner regulation technician and has so far risen to his current position as the head of the electrical engineering unit. He further adds that he was identified as a high potential individual by the talent resource unit based on his accomplishments stated on his CV, and was sent to the headquarters of the hotel in America for a period of ten months, and on his return, he has positively influenced other team members towards achieving the goals of the hotel. The story of this participant and other participants reveals that the hotel brings to the fore, individuals with high potentials and provides them with a development program at the headquarters of the hotel, and thus, enables them to fill in leadership positions and sustain the business goals of the hotel on their return. This further ensures that knowledge and skills acquired in the headquarters are transferred to other team members, thus positively influencing them towards

achieving the business goals of the hotel. In addition, this enables the hotel to retain its potential talents, and thus, have a constant supply of talents to fill leadership positions in the hotel.

Inter-Departmental Experience for Team Members

The hotel allows for team members to experience and understand how other departments in the headquarters and other major properties in countries with developed markets function. Exploring the stories of participants in the human resource department reveals that most Nigerians have no exposure or knowledge of how modern organisations work. This is further compounded by the acute shortage of skilled labour in the industry. Thus, in this case, team members are sent on inter-departmental exposures in properties located in developed markets. This provides team members with greater opportunities to gaining knowledge in other departments, mainly because of the vast experiences of these departments, gained from years of implementing focal areas that enables the firm create its signature service culture. Therefore, this further insight about the hotel enables a team member to acquire new skills and knowledge, which are different from the primary responsibilities of the team member. Precisely, ten opportunities are provided to team members across all departments in the hotel to go for cross trainings on a yearly basis. A further inquiry into the documents made available to this researcher in the human resource department, reveals that this increases the pace of team members learning the mode of operation of the hotel, specifically in relation to the brand service standard of the hotel in different departments, therefore team members can appreciate the hotel as a whole.

Again you know a lot of people in Nigeria have never worked in organisations like this and don't know how it works; therefore it is an opportunity for them to understand how this place works.

Kunle, Human Resource Department

When we started most team members had no knowledge of how an international hotel like this works, so sending them to the headquarters

of the hotel provided that opportunity for them to have a good understanding of how things should be done in the hotel

Aisha, Human Resource Department

Similarly, this enables the hotel to create a team of staff who are more knowledgeable and can replace each other when needed, specifically in guests' service areas, thus creating remarkable experiences for the guests. This is because team members have gained the requisite knowledge regarding the professional expertise of these departments and the hotel in general. Equally, the interviews reveal that when team members return to their roles, they return with a better attitude and display exemplary qualities to other team members, positively influencing behaviours and attitudes of other team members and generating more commitment towards the attainment of the goals of the hotel. Overall, the responses in this case reveal that the inter-departmental training at the headquarters of the hotel enable team members to have a better understanding and knowledge of the hotel. Consequently, this enables the hotel to create a team who possess different capabilities and can replace each other, which helps create remarkable experiences for the guests. In addition, this improves the display of positive behaviour and attitude, thus other team members are also positively influenced towards the attainment of the goals of the hotel.

Use of Accredited Consultants from Developed Markets

The structure and mode of operation in the engineering department of Heaven's Abuja is different from other Heaven hotels. An inquiry of responses in the engineering department reveals that this is mainly due to the huge dearth of skilled labour in Nigeria. Similarly, the cost of unskilled labour in Nigeria is cheap. Thus, in Heaven's Abuja, the engineering department has a staff strength of over one hundred and fifty members, and a lot of engineering jobs are not contracted out or outsourced. This is, however, not the case with engineering departments of Heaven properties in developed countries which have a staff strength of about ten members, hence maintenance jobs are outsourced to third party firms. The engineering department in Heaven's Abuja is, therefore, provided with a standard working manual to guide the operations

of every section in the department. These working manuals are designed by accredited consultants, in partnership with the Heaven's international office. Equally, every team member is expected to follow, in detail, the stipulated guidelines in the manual to enable them to execute their tasks and responsibilities as recommended in their brand service standards. Thus, in this case the hotel provides team members with a detailed guide on how to execute their tasks and responsibilities, as required in the brand service standard.

For example we have about one hundred and forty team members on the engineering team, which is very high, this is because over there in developed countries there are about fifteen team members in an engineering department like this, labour is cheap here, so depending on a contractor here is not quite economical, and our engineering team carry out most of the major and minor works here. We also have a lot of agreements with manufacturers.

Amina, Engineering Department

The consultants provide the essential knowledge for the engineering department to their jobs, and this mainly because of the cheap labour found in Nigeria, this is why we have such a large composition of team members in the department

Elizabeth, Engineering Department

Furthermore, the hotel goes into an agreement on a yearly basis or after every two years with external consultants approved by the Heaven's headquarters. Basically, the approved consultants update the knowledge of team members periodically on a particular machine or piece of equipment. Thus it enables the engineering team to properly maintain these machines to attain optimum output as stipulated in its brand service standard. However, a further inquiry into responses in this case reveals that these consultants only provide technical expertise and nothing in relation to the Nigerian culture. This is because the hotel does not want a conflict between the consultants and team members due

to their lack of knowledge of certain practices in the Nigerian culture. Thus, in this case, the consultants from the headquarters of the hotel provide expert knowledge to team members to enable them to achieve their tasks and responsibilities as recommended in the brand service standard of the hotel. This further enhances consistency with other Heaven properties located in developed countries.

5.1.2 Corruption

The theme of corruption emerged in this subsidiary. As observed from the interviews, corruption is prevalent in Nigeria, similar to most emerging markets (Khanna and Palepu, 2005), which affects how the firm implements an element of its internal service quality. Specifically, the interviews reveal that members of regulatory agencies often seek bribes and contributions. Thus, the hotel pays bribes to members of these agencies to ensure employees are provided with an efficient work environment, which motivates employees towards accomplishing their specified tasks and responsibilities, as recommended in the brand service standard of the hotel. A detailed discussion of this activity is provided below, which includes, (a) accommodating the payment of contributions and bribes. This activity will further be presented under the theme accommodating corruption in the discussion chapter.

Accommodating the Payment of Contributions and Bribes

The quality of services in the hotel is audited to ensure adherence to every required standard. An inquiry into responses in the engineering department reveals that agencies of government in Nigeria visit the property. These agencies include the federal fire service. This agency of government ensures that the hotel operates within the Nigerian fire and safety guideline. Other agencies include the federal ministries of industry and environment, these agencies and their representatives emphasize the physical and non- physical attributes of the property i.e. the comfort of rest rooms, methods of waste disposal, vegetation control, methods of preserving and handling of food items, and the amount of time provided to team members to rest. Thus, these agencies certify the hotel on such areas to ensure that services provided to guests and team members are safe and are of high quality. However, a further

investigation into responses in this case reveals that these auditors request kickbacks, thus in most cases, the hotel obliges to such demands. The hotel obliges to ensure that the auditors pass good remarks about the firm and services are not affected in any way. This is particular in the high priority areas of the hotel; because in the past, team members who possess professional skills have disengaged their services in the hotel, specifically as their jobs have been put on hold for a very long time, due to non-accreditation of certain services in the hotel. Thus, where the hotel has its pool of talents, the hotel ensures there is an efficient work environment, which motivates team members to accomplish their specified tasks and responsibilities in line with their brand service standard of the hotel.

Yes we do have people come in, like when it comes to labour matters, we have people who come in from the federal ministry of labour and productivity. For instance they come to see how many hours an engineer works; this is because productivity is best within particular number of hours, even though we try to keep to these rules most times I must say they demand for something, this is a reason why we have developed friendships with them so that we can just pay them for our services to be accredited without any hitch.

Elizabeth, Engineering Department

With these inspectors who come to look at our books and the environment we have to in most instances give them kickbacks, this is because they may decide we have to suspend our services, which can affect productivity and quality of services customer receive, we have even formed relationships with them

Uche, Customer Services Department

Consequently, the non-payment of bribes negatively affects the organisation of services as stipulated in the firm's brand service standards. For instance, this affects the chain of activities in the food and beverage unit of the hotel. Therefore in this case, the hotel has built informal relationships with these regulatory authorities in Nigeria, in order to ensure the sustenance of an

efficient work environment, which can motivate team members to accomplish their specified tasks and responsibilities in line with the brand service standard of the hotel.

5.1.3 Unique Societal Factors

A unique societal factor prevalent in Nigeria emerged as a theme in the analysis of interviews. An inquiry into the interviews reveals that this social factor is capable of affecting a business in a country like Nigeria (Emeriole *et al.*, 2013). Thus, this section of the analysis will provide a discussion of how the firm implements an element of its internal service quality to enhance the general wellbeing of its employees, in order to enable employees to efficiently and effectively achieve their tasks and responsibilities towards attaining the goals of the hotel. This includes (a) review of team members. This activity will further be presented under the theme the provision of social support in the discussion chapter.

Review of Team Members

The hotel implements a mid-year review. An inquiry into responses in the human resource department reveals that this is due to the complex and diverse social factors in Nigeria which in the past has affected the performance of team members, thus the hotel implements a mid-year review. The social factors highlighted from the responses of participants include, a communal family system, family size, and a high number of dependants and responsibilities from extended families. These social factors also put pressure on employees and employees tend to deviate from their set goals most times. Therefore, the hotel implements, the mid-year review to ensure that the objectives of the organisation and those of the team members, are clearly and consistently linked to one another to help attain the goals of the hotel. Specifically in this case after six months, team members are reviewed to ensure that individual objectives enhance the achievement of the departmental objective, and the departmental goal ensures the achievement of that particular Heaven's property objective. Thus in a case where the team member does not achieve the set aims and objectives, such a team member is provided with a development plan. This also presents an avenue to provide support to employees in a case where the set aims and objectives are not met. Specifically, the human resource team and the

representative of the workers' union will ask the team member of ways they can help improve the productivity of team members, either in the form of a salary advance, loans, food items, or other services such as work stress related counselling from the union and legal support. Thus at the end of the mid- term review, the needs of the team member are identified and the human resource department/ workers' union will focus on the areas of needs of the team member. The team member receives a plan tailored to address his/ her personal concerns, thus ensuring that the areas of need of the team member are turned around and developed into strengths. This enables team members to accomplish their tasks and responsibilities as prescribed in the brand service standard of the hotel.

Yes we do have a regular performance development review and that is done twice a year, this is because of certain peculiarities here, the performance of every team member is reviewed and looked into.

Aisha, Human Resource Department

With the nature of responsibilities most team members have, due to our culture, we do have mid- year reviews to ensure that the goals of team members are aligned to that of the hotel, and in cases where there are differences, the human resource team comes in to offer support

Aminu, Human Resource Department

A further investigation of responses in this case reveal that, the mid- year review of team members also provides an avenue for clarifying unclear areas in relation to tasks and responsibilities of team members, so that team members can be happy with their jobs, thus improving job satisfaction. Overall, the responses in this case reveal that the mid- year reviews enable the hotel to address some personal concerns of team members, thus ensuring a close and clear linkage between individual objectives of team members and the key objectives of the hotel. This also improves productivity towards the attainment of the goals of the hotel. In addition, this provides an avenue to further provide

clarity on tasks and responsibilities in the hotel, and therefore, ensures that team members are happy with their jobs, and as such, improves job satisfaction in the hotel.

5.1.4 Religious Allegiance and Ethnic Affinity

An investigation into the interviews reveals that Nigerians demonstrate strong allegiance to their religion and its institutions. Equally, Nigeria consists of diverse ethnic groups with various languages. Therefore, allegiance to religion and affinity to ethnicity serve as vehicles that facilitate coherence among people who share the same cultural and religious background (Emeriole, *et al.*, 2013). The analysis of the interviews also reveals that strong religious allegiance and ethnic affinity affects employee behaviour, as employees are likely to be more disposed to their religious and cultural beliefs. Thus this section of the analysis will provide an understanding of how the firm implements its elements of internal service quality to enhance the transfer of its service culture. Precisely, this section provides a detailed discussion of activities that have enabled the firm to manage this challenge, and produced employees who are committed, productive, and can effectively perform their responsibilities as stipulated in the hotel's brand service standard. These activities include: (a) oath taking ritual (b) aligning employees to the culture of the organisation through religious leaders (c) selective inclusion of individuals from major Nigerian cultures (d) promoting core values of team members from Nigeria (e) provision of place of worship for team members in the workplace (f) accommodating societal hierarchy (g) collective bargaining between staff union and management (h) use of staff initiatives based on understanding of Nigeria's culture. These activities will be further presented under the theme inclusiveness (activities based on the religious beliefs and national culture practices of employees) in the discussion chapter.

Oath Taking Ritual

An inquiry into responses in the customer services department reveals that religion is fundamental in the everyday lives of many Nigerians. Specifically Nigerians demonstrate strong religious allegiance and cooperation even above national allegiance (Ahiazu, 1999), and regardless of an individual's beliefs he/

she still believes in the beliefs and values of the two main religions in Nigeria (Christianity and Islam). Thus, it is a very reliable means of establishing the commitment of a new team member. As such, new team members are made to swear an oath of allegiance to the hotel, even though most times new team members say it is against their wish, and for that reason, sometimes, these team members leave the hotel without coming back. However, this activity guarantees the required commitment and performance towards providing good experiences for the guests. This is an activity that takes place after the confirmation of past experiences and educational qualification in the selection process. Thus, it takes place in the last stages of the employee selection process (the induction stage of the employee selection process). Exploring responses in the human resource department further reveals that this was not the practice in the past but the hotel had huge difficulties with eliciting the commitment and performance of team members in relation to its brand service standard. Specifically, team members showed lack of commitment even in accomplishing basic tasks that improves the experience of the guest in the hotel.

At the end of everything we ensure the new team members swear an oath to the hotel, this is to further guarantee their behaviour and allegiance to the hotel.

Aisha, Human Resource Department

You know in the last stages of the selection process every new team member is expected to swear an oath to the hotel, this is because in the past the hotel has had issues with team member's behaviour, therefore this ensures commitment and loyalty to the hotel

Kunle, Engineering Department

However, with the implementation of the oath taking practice in the hotel, the interviews reveal new members became diligent in their jobs, especially, as they are under oath to do their jobs to the best of their abilities towards achieving the goals of the organisation. A copy of the Holy books (Bible and Quran) was

shown to the researcher. The copy of the oath was also presented to the researcher who was allowed to read through the document and make some useful notes. Specifically, the researcher noted that the document had to be signed by a leader of a religious institution in the form of a clergy man i.e. pastor, priest or an imam. However, the researcher was not allowed to take away the form. Interestingly, the inquiry into the responses in the interviews also reveals that, this practice is hinged on a general belief in Nigeria that whoever flouts an agreement and condition prescribed in an oath will not escape the punishment or sanction of a certain super natural force. Thus in this case, the hotel ensures all new team members take an oath to increase organisational performance in the hotel. It has also shown to guarantee the required commitment and performance towards providing great experiences for the guests.

Aligning Employees to the Culture of the Organisation through Religious Leaders

An exploration of the interviews in the human resource department reveals that, the hotel hires people from different Nigerian cultures and backgrounds. As such people may have different beliefs and orientation influenced by the Nigerian culture. The analysis further reveals that the interviewees estimated that Nigeria has about three hundred and seventy ethnic groups, with different languages and customs, creating a country of rich ethnic diversity as well as strong religious beliefs. This creates a situation where religious beliefs, traditions, and customs, sometimes override rules and regulations in the society and organisations. Thus, to ensure that the employees always know what to do, how he/ she is supposed to behave, or even where they are supposed to be at any given time within the hotel. The head office has mandated the leadership of the hotel and the human resource department in Nigeria to use renowned and notable religious leaders, accepted by many Nigerians, to reinforce the need for new team members to give their best to the hotel. This is because Nigerians rely on their religious leaders and their institutions for wisdom, knowledge and guidance. Thus during these sessions the core elements that support the services of the hotel are also expressed to the new team members by these religious leaders, as shared by every team member in the hotel, so as to reduce pre-conceptions and anxieties between the religious and cultural beliefs of

employees and the contents of the hotel's brand service standard. These new team members are taught of the global practice in Heaven's properties, specifically how it relates to their beliefs and values. This ensures that new team members understand what is expected of them in relation to their tasks and responsibilities, as this relieves their initial anxieties because they are provided with a guide on achieving success in the hotel.

Generally, if we have new team members we will need to put them through our ways of doing things here. We take them through an orientation to communicate to them their job descriptions, roles and tasks, as it is practiced globally and we make sure we do not by any means fall short of the standards, this is because most Nigerians are very much affiliated to their religious and ethnic beliefs and norms.

Aminu, Human Resource Department

We have realised that most Nigerians are closely associated to their religious beliefs and norms, similarly Nigerians have so much respect for their religious leaders, and therefore we use these religious leaders to reinforce our values and practices

Aisha, Human Resource Department

A further exploration of the interviews reveals that this activity enables team members to achieve optimal levels of productivity and efficiency in the hotel, precisely as new team members are informed of the desired knowledge and how they fit into the overall needs of the hotel or job expectations.

Selective inclusion of Individuals from Major Nigerian Cultures

The respondents in the human resource department reveal that opportunities are provided mostly to individuals from the major Nigerian cultures. Therefore, candidates from major cultures in Nigeria are given a higher consideration, especially individuals who share the same cultural background with the guests. An investigation of responses reveals that Nigerians are affectionate and feel

relaxed, and even open up, when they realise they have a team member who shares the same cultural background as they do, similarly, this leads to the assigning of extra responsibilities to such team member. Furthermore, assigning extra responsibilities to team members boosts the confidence of team members and encourages the team members to go further on behalf of the guests. This is like having a personal assistant in the hotel, who can help the guest make room reservations on his/ her behalf, check in/ out the guest on arrival/departure and show the guest other amenities within the facility. This also includes attending to other issues on behalf of the guest, thus ensuring a exceptional experience for the guest.

We try to bring on board individuals from the major cultures in Nigeria, because we have realised that the moment our guests walk into our property and meet a team member who shares the same value and beliefs as they do, they become friends and develop strong relationships.

Aminu, Human Resource Department

To be honest we give some priority to people from the major tribes and cultures in Nigeria, this is because a lot of our guests easily build strong relationships and bond quickly with team members who share the same cultural value

Uche, Customer Services Department

A further inquiry of responses reveals that the hotel has put such structure in its selection process because it wants to remain in the Nigerian market place. This is because the environment within which it operates keeps changing and there are a lot of hotels springing up, all over Nigeria. Therefore relationships built based on cultural similarities can ensure that team members provide exceptional experiences for the guests, which is more likely to happen when team members have a personal relationship with a guest. Thus, in this case, the hotel mainly employs candidates from the major tribes and cultures in Nigeria to further strengthen the relationship between team members and the guests,

which also enhances the assignment of extra responsibilities to team members. This further boosts the confidence of team members and encourages them to go the extra mile for the guests.

Promoting Core Values of Team Members in Nigeria

The respondents in the human resource department reveal that the hotel promotes the core values of team members through its reward and recognition system. However, a further examination of responses reveals that this is only specific to Heaven Abuja. This is because most team members belong to the two major religious faiths in Nigeria (Christianity and Islam), thus team members will want to fulfil key religious obligations. As such, the hotel rewards the most outstanding team members around their deeply held values. The findings reveal that this initiative ensures a sense of satisfaction and a reinforcement that keeps team members positively engaged in their work. Thus, they provide better services to the guests in line with the hotel's brand service standard.

Now whoever wins the employee of the year whether been a Christian or Muslim is sponsored to visit either Jerusalem or Mecca to perform their religious obligations, this is our own way of promoting values of team members who have excelled in exemplary five star service delivery. We do our best to motivate them. This is a strategy the hotel considers very important.

Aisha, Human Resource Department

Like for instance, the two most outstanding team members are sponsored to Jerusalem or Mecca for pilgrimage and this is a way of saying to team members that we are interested in promoting their values, and this further enhances their commitment to the hotel

Aminu, Human Resources Department

Similarly, a further inquiry into the interviews in the customer services department reveals that providing an opportunity to the two most outstanding team members of the year to perform a key religious obligation guarantees mutual responsibility. This is because when the hotel promotes the core values of team members who have promoted its core values, as stipulated in its brand service standards, it promotes a sense of responsibility between the hotel and team members. Consequently, this increases the commitment of team members to go even beyond their prescribed responsibilities and tasks, as stated in their brand service standards, specifically in providing the guest with a pleasant experience. Thus in this case, the hotel promotes the deeply held values of team members because team members have equally promoted the core values of the hotel, which further generates a mutual obligation between the hotel and team members. Equally, this motivates team members to accomplish their tasks and responsibilities in accordance with its brand service standard.

Provision of Place of Worship for Team Members in the Workplace

Here, the respondents in the engineering department recognise that the hotel takes into consideration the beliefs and culture of the Nigerian people. Specifically, an inquiry into responses reveals that the headquarters of the hotel was notified of certain requirements in line with the traditions, culture, and beliefs of the Nigerian people, which are not part of the brand service standard of the hotel. This is because most team members in the hotel are religious and belong to one of the major religions (Christianity and Islam). Similarly the responses reveal that the two religions believe the earth and its people were created by one supreme God and man cannot decide to choose his/ her path of life, thus team members find it necessary adhere to their daily prayers. In addition, religion provides people with insight, inspiration, wisdom, sense of community and knowledge (Emerole, *et al.*, 2013). Thus the hotel has had to provide designated prayer rooms to team members, which were initially not part of the design of the hotel.

We let them know based on the Nigerian culture and location these are the things we feel are important to team members. This is usually passed through the union. And even if such things are not in line with

the Heaven standards, the hotel will ensure such things are taken into consideration, particularly if such issues influence the morals and motivation of team members.

Amina, Engineering Department

The hotel understands Nigerians take religion seriously, and the need to fulfil the obligations of their religions, therefore we have provided team members with facilities to observe these obligations, which has also spurred them to carry out their tasks and responsibilities effectively

Kunle, Engineering Department

However, with the provision of a designated prayer room in this case, team members have been able to observe their religious obligations. Similarly, the interviews further show that the provision of a designated place of worship also enhances the sharing of good morals and ethical beliefs, and strengthens the context of what is right or wrong for team members, which is emphasised by the two religions (Christianity and Islam); therefore team members can work towards accomplishing the goals of the hotel. In addition, it provides an avenue to promote collaboration as well as the sharing of positive workplace ideas and experiences between team members in relation to improving services in the hotel. As such, in this case, the hotel provides designated prayer rooms in the design of the work place, which may not be in line with its brand service standard. However, this promotes good morals, and strengthens the context of what is good or bad. Similarly this enhances collaboration, and the sharing of positive workplace ideas and experiences. Thus team members can act towards achieving the goals of the hotel.

Accommodating Societal Hierarchy in the Workplace

Respondents in the customer services department note that there are unique practices which are influenced by the Nigerian culture, and this affects the social aspect of the work environment in Heavens hotel Abuja. A further inquiry

into the responses reveals that in relation to the Heaven's brand service standard team members are expected to call their bosses and customers by their first names, however this created tension between team members and between supervisors and team members. This is because in the Nigerian culture team members cannot call someone older or higher in societal status by their first names. Specifically in the Nigerian context age and social hierarchy are believed to confer wisdom and status, so people who are older and have a social status are granted respect. These persons are revered, honoured and respected because of the spiritual blessings that come with this reverence, honour, and respect. In a social situation, these persons are greeted and served first. Therefore, supervisors had to notify the headquarters of such cultural practice, through the workers union, thus approval was provided for employees to use certain phrases. Hence, in a circumstance where team members interact with their supervisors or guests, they can use phrases such as boss, ma, sir, oga, and madam, to show a mark of respect to their bosses at work and to the guests as well. This finding resonates with Hofstede's (1980), high power distance culture dimension. This cultural disposition also encourages supervisors to direct team members to accomplish tasks in the hotel accordingly.

Like here because of our culture and show of respect, if someone is older than you or is ahead of you in the office or society you cannot address that person by his/ her first name.

Uche, Customer Services Department

You see I cannot call my boss by his first name this is because to most cultures in Nigeria, it will look disrespectful

Kunle, Engineering Department

A further exploration of responses reveals that this is seen to be very important in developing good relationships at all levels with the guests as well supervisors. This is, however, not the case with foreign guests and bosses at work, team members refer to them using their first names. Thus, to avoid

painting a picture of insubordination and disrespect in this case, the hotel acknowledges that it accepts that people in Nigeria have a hierarchical order in official settings. As such, it allows team members to use phrases to address superior officers and guests, which enhances the development of good relationships with guests and a harmonious and collaborative working environment with supervisors.

Use of Staff Initiatives Based on Understanding of Nigeria's Culture

Key respondents in the human resource department disclosed that job structures, tasks, and responsibilities are planned to encourage team members to take ownership and use their initiatives. An inquiry into the responses of respondents in the customer services department reveals that this is because employees understand the complex nature of the Nigerian culture, i.e. the need to show so much attention and affection, interact, and demonstrate close attachment while attending to the guests. A further examination of responses reveals that team members have, in the past, gone beyond their job description or what is required of their role to meet the needs of their colleagues or guests based on their understanding of the Nigerian culture. Therefore, the hotel inspires team members to use their initiatives and innovativeness as long as such ideas are beneficial to the guests and the hotel in general. Specifically, if a team member's idea can address the immediate concerns of a guest in the hotel.

If a team member has an initiative based on his/ her understanding of the environment and thinks it is of benefit to his/ her team that team member is encouraged to bring it to the forefront, team members are constantly encouraged to bring up good initiatives and take ownership of the decisions they make.

Uche, Customer Service Department

In particular, team members in the customer services department are expected to build personal relationships with the guests, interact with the guest, and

specifically ask them how they feel about their stay, what the hotel is not doing right, what the guest thinks should have been done that was not done. Based on the response of the guest, the team member is allowed to take immediate decisions. For instance, journey ambassadors in the customer services department of the hotel are meant to welcome the guest from the point of arrival to the point of check in. The journey ambassadors are also allowed to speak and interact with the guests based on cultural ties i.e. speak to the guests in a local dialect if the guest wishes to speak such dialect. The journey ambassadors are also expected to ask the guests questions regarding particular needs and act instantly to address such needs, and therefore improve the experience of the guest. The interviews further reveals the ability to provide solutions to the needs of the guests motivates the journey ambassador to sometimes go beyond his/ her job description as stipulated in the brand service standard.

However, an analysis of responses in the engineering department reveals a contrary view. Team members in this department are given limited opportunities to present their ideas. Specifically in relation to technical works in the hotel, the input of team members doesn't really matter. However, it is all about what management feels is good and sufficient. Thus, team members must take instructions from their line managers and are not expected to use their initiative to make changes, even if such changes could make a difference.

There are times we also run out of materials and we suggest to the management what is best available in the market but they get a different one, which may not work well, so sometimes we lack certain work materials. We are discouraged because as per making suggestions to this property we are limited.

Kunle, Engineering Department

Specifically, in the engineering department the consultants have the final say, we are not allowed to take even minor decisions regarding this structure

Equally supervisors are not expected to leave tasks assigned to their subordinates. Supervisors will have to stay with their team members until such task is accomplished. Consequently, team members cannot report to their supervisors that the task has been accomplished; the supervisor will have to certify that the jobs have been executed in accordance to the Heaven standard. Similarly supervisors will have to report to the consultants from the headquarters of the hotel who give the final approval. A further investigation of the interviews reveals such stringent measures are taken because of the inadequacy of technically skilled labour in the industry. Overall, an examination of the respondents reveals that, the hotel only empowers front line team members based on their understanding of the complex nature of the Nigerian culture. This enables them to create personal relationships, as well as address the immediate needs of the guests. Similarly, the ability to address the needs of guests also motivates these team members to go beyond their job descriptions, and as such, enhances guest's experience. However, in areas that require the application of technical know- how, team members are provided with limited opportunities to use their initiative, thus in such areas the hotel ensures approval is provided by its consultants.

Collective Bargaining between Staff Union and Management

An examination of the stories of participants in all departments of the hotel reveals that tasks within the hotel are structured as part of a collective bargain. Therefore, tasks and responsibilities are agreed through social dialogue between the workers union and the management. This practice is specific to the hotel; because other Heaven properties do not have unions. Further analysis of responses reveals that this can be attributed to two main reasons. The first is the high collectiveness of people in Nigeria, which is also considered a high valued indigenous cultural practice. This finding further echoes Hofstede's (1980), collectivist cultural dimension. The second reason is the lack of enforcement of labour laws by local regulatory authorities. Therefore, to enhance good conditions of service in the hotel, team members were encouraged by management to come together under the leadership of a union

to enable them to bargain for their conditions of service in the hotel, with approval from the headquarters of the hotel. This ensures that the issues that might affect the work and how to support team members are discussed with management and can be fed back to the head office. As such, tasks and responsibilities are products of collective bargaining and a key element in the condition of service. Specifically, social dialogue between the management and team members plays a fundamental role in helping low-skilled contract team members to have an input in the way jobs are designed in the hotel, thus enabling them to meet requirements of their tasks and responsibilities as prescribed by the brand service standard of the hotel. A further examination of the interviews reveals that a lot has also been achieved through the workers' union in relation to matters that affect team members. Thus, this ensures team members are generally motivated and happy with the structure on the ground, and the hotel can manage team members towards attaining the business goals.

We are a union hotel, while you don't have unions in other Heaven properties, we have to bargain through a dialogue between management and the union on tasks, responsibilities and any other issue, for instance if a shift doesn't suit you as a team member you are at liberty to discuss it with your union representative and they can see how you can be supported.

Aisha, Human Resource Department

Our hotel has a union and this union has helped our team members resolve issues around their roles as well as conditions of service, I must also say this has helped us address some of the most challenges issues in this hotel

Uche, Customer Service Department

Consequently, it is also part of their condition of service, for team members to belong to the union. Team members are encouraged to join the union because it is beneficial to them in the long run. For instance, if a team member (low

skilled) thinks he/ she is not being treated right, in relation to his/ her present role in the hotel, such team member will receive maximum support from the union and its leadership. Such team member can have a change in his/ her unit to enable him/ her to perform his/ her duties more efficiently in that unit. Thus, belonging to a workers' union can be beneficial to the hotel, as it enhances efficiency of team members in their roles. Overall, the stories of the respondents reveal that, jobs and tasks are a product of collective bargaining between the workers' union, and the management. This ensures team members have a collective say in the way their jobs and tasks are structured so as to enable them to meet the requirements of their tasks and responsibilities. Similarly, matters that relate to team members are also reached through the workers' union and this generally improves their motivation and satisfaction with their jobs as well as in attaining the goals of the hotel.

5.2 Chapter Conclusion

In conclusion, this chapter was examined in depth. Thus this researcher provided a detailed description of the case. The in-depth examination of this case reveals that the process of transferring service culture through internal service quality into the hotel's subsidiary in Nigeria comprises of a complex set of interrelated activities aimed at enhancing employee commitment, performance, and productivity, towards achieving the goals of the firm. This is because of the contextual challenges within the Nigerian environment earlier identified. This includes the lack of knowledgeable and skilled labour, unique societal factors, corruption, and religious allegiance and ethnic affinity. Similarly, the findings in this chapter identified the use of intermediaries (workers' union) and discussed a number of activities in which these intermediaries have enhanced internal service quality, thus facilitating the transfer of service culture. These findings are further discussed in Chapter Seven, which is the cross case/ discussion chapter following the findings from the second case study.

CHAPTER SIX: ANALYSIS- Case B

6.0 Introduction

This chapter presents the findings of the second case in this study. It presents evidence collected from interviews, field notes from observing key events, as well as documents. This enables the researcher to provide an in-depth and comprehensive account of this case. The presentation of the results of this case is a reflection of the main research objective in this study. In addition, the findings from this case will serve as the foundation for the cross- case analysis/ discussion chapter of this thesis.

6.1 Case B

As highlighted in **Section 4.5.4**, Healthy suite Abuja, is a subsidiary of Healthy Suite Worldwide. The hotel provides a professionally managed and luxury accommodation to travellers coming to Abuja from all over the world. The vision of the hotel, as boldly inscribed in its handbook and made available to this researcher is focused on becoming the lead player in the Nigerian hospitality and hotel industry by the year 2020. This is to be achieved through the provision of a workplace that meets the expectations of all members of staff, therefore enabling them to deliver outstanding and incomparable experiences to customers. This observation in the hotel's handbook further elevated the curiosity of this researcher to understand how the hotel creates a work place that supports its employees in Nigeria, in order to enhance the transfer of its signature service culture. This is also in line with the main research objective of this study, and thus, will be the focus of this analysis. However, the analysis from the interviews reveals some contextual challenges that shape certain activities of the firm in transferring its service culture. Therefore, the presentation of this case will highlight these challenges as the main themes. The challenges identified in this case include, religious allegiance and ethnic affinity, lack of knowledgeable and skilled labour, inadequate infrastructure, and corruption. Consequently, the activities of the firm, while influenced by these challenges, also enables this firm to transfer its service culture into a context like Nigeria, and this will further be presented in the table below. These activities will be presented in codes, and in addition categorised into thematic areas as seen in **Table 6.1**

Table 6.1 List of Codes and Themes that Enable Case B Address Contextual Challenges Identified

CONTEXTUAL CHALLENGES IDENTIFIED	LIST OF CODES THAT ENABLE THE FIRM ADDRESS CONTEXTUAL CHALLENGES IDENTIFIED	THEMATIC AREAS
RELIGIOUS ALLEGIANCE AND ETHNIC AFFINITY	Use of faith based leaders to reinforce organisational values	INCLUSIVENESS
	Engaging members of staff through religious leaders	
	Preference of candidates from major Nigerian cultures in the selection process	
	Re- fresher programs for members of staff through religious leaders	
	Accommodating the cultural belief of staff in the structuring of jobs	
	Promoting religious values of members of staff in Nigeria	
	Provision of place of worship for members of staff	
LACK OF KNOWLEDGEABLE AND SKILLED LABOUR	The provision of tacit knowledge through third parties	TRANSFER OF SKILLS AND KNOWLEDGE
	Use of high potentials to influence other team members	

	Exposing team members to other departments in the Headquarters	
CORRUPTION	Paying bribes and making contributions	ACCOMMODATING CORRUPTION
INADEQUATE INFRASTRUCTURE	Use of specialised equipment	IMPROVISATION OF RESOURCES
	Provision of shuttle coaches to members of staff	

This table (**Table 6.1**) presented above highlights the contextual challenges identified in this firm, as well as activities influenced by these challenges, which also supports this firm to transfer its service culture, therefore the remaining part of this analysis chapter will provide a detailed discussion of these activities in relation to the themes/ contextual challenges identified.

6.1.1 Religious Allegiance and Ethnic Affinity

An investigation into the interviews reveals that religion and culture manifest in the form of strong religious allegiance and ethnic affinity. Thus, the firm understands that strong religious allegiance and ethnic affinity, within the Nigerian context, affect human activities in relation to personal development, meaningfulness, performance, trust, honesty, wellbeing and commitment. Consequently, the analysis shows that strong religious allegiance and ethnic affinity provides people in Nigeria with the essence and meaning of work, thus, employees search for a sense of purpose and meaning at work through the lens of religion (Ahiazu, 1999). In addition, the firms also understand that religion provides employees with a sense of community and connectedness, which, in turn, improves commitment of employees, and creates a sense of belongingness and effectiveness. Thus, this contextual challenge shapes how the firm implements its internal service quality to enhance the transfer of its

service culture. Specifically, this section provides a detailed discussion of activities that have enabled the firm to manage this challenge, as well as enhance employee commitment and efficiency towards accomplishment of tasks and responsibilities as recommended in its brand service standard. These activities include (a) use of faith based leaders to reinforce organisational values (b) engaging members of staff through religious leaders (c) preference of candidates from major Nigerian cultures in the selection process (d) re- fresher programs for members of staff through religious leaders (e) accommodating the cultural belief of staff in the structuring of jobs (f) promoting religious values of members of staff in Nigeria (e) provision of place of worship for members of staff. These activities will be further presented under the theme inclusiveness (activities based on the religious beliefs and national culture practices of employees) in the discussion chapter.

Use of Faith Based Leaders to Reinforce Organisational Values

The respondents in the human resource department disclose that it is mandatory for new members of staff to go through formal orientation programs to ensure that the values of members of staff are consistent with the core values of the hotel, before these members of staff start work. An exploration of responses reveals that this is because Nigerians excessively display affiliation towards their religious and ethnic beliefs, which sometimes encourages deviation from organisational goals. Equally, Nigerians demonstrate strong allegiance to their religious institutions and their leaderships. Thus, the hotel finds it useful to conduct such sessions with every new member of staff with the support of religious leaders i.e. pastors, bishops, and imams. These religious leaders highlight the negative impacts of lack of commitment from a religious perspective, and thus, encourage members of staff to cooperate with the management of the hotel to ensure the hotel achieves its desired goals. These sessions are aimed at ensuring members of staff can integrate their effort into the set goals of the hotel; and, therefore, do their best in their respective roles in the hotel in relation to the brand service standard of the hotel.

We usually conduct sessions to all new members of staff after the verification of certificates and experiences, these sessions are led by

some recommended pastors, bishops and imams who go in there to re-emphasize to our staff the need to take their duties and responsibilities seriously in the hotel

Haruna, Human Resource Department

During our orientation programmes for new members of staff we call on religious leaders to come and lead these programmes, this is because we have realised a lot of Nigerians revere these people

Sadiya, Human Resource Department

Specifically, these religious clerics emphasize, from a religious perspective, the consequence and implications of not discharging tasks and responsibilities, as well as the benefits of doing so, which encourages members of staff to be committed and accomplish their tasks and responsibilities in line with their job schedule. This further ensures that members of staff are aware of the relevance of their jobs to the overall success of the hotel. Overall, the stories of the respondents reveal that the hotel makes use of religious leaders to further reinforce the values of the organisation to new members of staff. This further enhances the commitment and performance of members of staff towards accomplishing their stipulated tasks and responsibilities.

Engaging Members of Staff through Religious Leaders

All the respondents in this study reveal that the hotel engages members of staff through religious leaders such as pastors, bishops and imams. An inquiry into responses reveals that this is because Nigerians have strong allegiance to their religion and trust for its institutions. A further examination of responses reveals a perceived credibility of religious institutions, and their leadership in Nigeria. Thus, engaging with institutions, such as religious institutions, demonstrates commitment on the side of the hotel in trying to fulfil the needs of its members of staff. As such, the hotel brings in renowned clergy men to discuss issues around work i.e. training, tasks, responsibilities, provision of support and welfare with members of staff and details of such discussions are forwarded to the management of the hotel. Consequently, the cleric is expected to ensure

transparency and fairness in resolving the concerns raised by a member of staff. For instance, a member of staff and a clergy man can sit to discuss issues such as overtime, bonuses, disciplinary matters, and any other work-related matter that affect staff, and have been presented to him. The cleric then presents such matter in an objective way and makes recommendations to the management. Thus, this provides an opportunity to give feedback to the leadership of the organisation and for the leadership to address such concerns, so as to ensure members of staff are happy with their tasks and responsibilities. As observed in the interviews, this enables the hotel to build an effective work relationship and environment as well as build a sense of mutual responsibility with its members of staff, thus motivating members of staff to accomplish their tasks and responsibilities in line with the goals of the firm.

In here the hotel has brought in very good clergy men who can discuss issues regarding our jobs and pass it on to the management for them to act on. The management knows we take these people seriously and they cannot afford to play with our position, especially when we have these people to speak with them on our behalf and I can tell you that some staff have made discussions through these people and the management immediately acted on it, so that has also helped to build confidence in the staff here, because they have been properly engaged

Josephine, Engineering Department

We also use these religious leaders for our re-orientation programmes, because members of staff have so much reverence for our religious leaders, we call on these leaders during such programmes

Haruna, Human Resource Department

Similarly, because there is a sense of mutual responsibility, the finding also reveals that members of staff are more loyal to the hotel, precisely, members of staff perform their jobs to the best of their capabilities and even go beyond what has been stipulated in their job schedules. Furthermore, this enables the hotel to reduce incidents of sick absence, grievances and conflicts, thus increasing

productivity in the hotel. Overall, the responses reveal that, engaging members of staff through religious leaders enables the hotel to build mutual responsibility with its members of staff, this also generates motivation and commitment, thus members of staff can accomplish their tasks and responsibilities in line with the goals of the firm.

Preference of Candidates from Major Nigerian Cultures in the Selection Process

The analysis of the interviews in the human resource department reveals that the selection process of the hotel is designed to include candidates from major Nigerian cultures and languages. The hotel considers the inclusion of people from the major Nigerian languages and cultures as a strength, because most guests sustain their relationship with the firm if they can relate with a member of staff on personal terms. This is a member of staff who can speak the same language and shares the same belief as the guest. A further inquiry into the interviews reveals that this is because what the guests feel is important to him/her, is also important to that member of staff since both share the same ethnic background, which therefore enhances the creation of value for the guest. Similarly, this creates a guest's attachment to the hotel, and as such, enhances a steadier profit and the survival of the hotel in the Nigerian market place. As such, the hotel considers this very important, and encourages candidates who belong to one of the major Nigerian languages to come on board. This is specifically important in the customer services department.

For instance, our marketing staff can call the guest and say it is Eid or Ramadan and we have special packages, do you want us to make reservations for you, yes just things like that. The staff can do that because they share the same belief. And you know that also builds the confidence of the staff.

Sadiya, Human Resource Department

Basically, we encourage persons from the main cultures in Nigeria; we do that because our guests find it easier to build relationships with members of staff from the same culture and religion

A further exploration into the responses reveals that the ethnic affiliation of the candidate is valuable to the hotel, because the relationship based on ethnic affinity often leads to the delegation of extra responsibilities by the guests, and this further enables the member of staff to build his/ her confidence as well as encourage the member of staff to go the extra mile for the guest, and thus create amazing experiences for the guest. Overall, the statements of respondents reveal that ethnic affiliation of candidates is a major criterion for selection in the hotel; this is because it serves as a strength to the hotel, precisely, as guests demonstrate their willingness to sustain their relationship with the hotel, when they can relate to a member of staff who shares a similar cultural background to them. Such relationships further lead to the delegation of extra responsibilities to the member of staff, which also improves his/ her confidence and motivates him/ her to go the extra mile for the guest, and create astonishing experiences for the guest.

Re- Fresher Programs for Members of Staff through Religious Leaders

The respondents in the customer service department note that the hotel organizes refresher programs for staff on its policies and its vision. This is due to the excessive affection towards ethnic kinsmen in the workplace, which discourages commitment, thus, the hotel organizes re- fresher programs for staff. Specifically, the hotel invites renowned clerics and clergy men to remind members of staff, from a religious perspective of the need to be committed towards their jobs as well as the goals of the hotel. This is because religion is an important part of every Nigerian's life, thus Nigerians are loyal to the leadership of their religions and their institutions. In addition, it is an avenue to acknowledge the recent accomplishments of members of staff from a religious perspective, and thus further encourages members of staff to be more committed towards achieving their tasks and responsibilities in the hotel.

Basically we do have periodic re- orientation programs here for the staff and we are taught by our religious leaders to renew our commitment to the hotel only.

Imam, Customer Services Department

These religious leaders re- emphasize the need to be committed to our jobs from the religious angle, particularly they focus on the heavenly reward, which is considered important by every body here

Ijeoma, Human Resource Department

Similarly, this enables the hotel to improve the performance and productivity of members of staff, thus positively affect the attainment of the overall goals of the hotel. The stories of the respondents reveal that the hotel provides re- fresher programs to members of staff supported by religious clerics. The essence is to remind members of staff, from a religious perspective, of the need to sustain their commitment towards the attainment of the goals of the hotel. Equally it is an avenue to recognize their achievement, and thus motivate them to improve their performance and productivity towards their responsibilities and tasks.

Accommodating the Cultural Belief of Staff in the Structuring of Jobs

Exploring the interviews of respondents in the human resource department reveals the influence of religious values and beliefs on the lives of Nigerians. Thus religious beliefs serve as a major driver of the actions of members of staff. Similar cultural values and beliefs also provide members of staff with a similar view and a framework on which to base their critiques and demands from the hotel. For instance, in the past, members of staff in certain jobs, such as housekeeping, whose tasks include handling of alcoholic containers (considered forbidden in Islam) went into a near confrontation with the management of the hotel. As such, because of this religious belief of staff, the management of the hotel and some religious leaders representing the staff went into negotiations to ensure efficiency and satisfaction of staff in their roles. The management of the hotel and religious leaders reviewed the tasks and responsibilities associated with these roles to match the values and beliefs of

these members of staff in order to motivate them, enhance their satisfaction, and raise their enthusiasm, thus improving their performance in accomplishing tasks and responsibilities as stipulated in the brand service standard of the hotel.

Like earlier on we had a problem in housekeeping and nobody wanted to transfer to housekeeping, because people in Nigeria, see it as a very low job and people are believed to handle alcohol and other items considered forbidden, it is the lowest job in the hotel, it was a problem because housekeeping is one of the most important jobs in the hotel, but with staff suggestions and proper recognition of the role here, we provided more incentives to attract staff to that area and in other areas as well.

Ijeoma, Human Resource Department

You know this hotel is located in the Northern part of Nigeria; therefore we have Muslims, who are mainly from this part of Nigeria, the hotel also understands that contact with alcohol is forbidden to them, as such these people have been exempted from handling of alcoholic drinks and containers

Imam, Customer Services Department

More specifically because alcohol is considered forbidden in Islam, jobs have been reviewed in the hotel so that members of staff of the northern extraction who are predominantly Muslims will not handle or remove used alcoholic containers from the rooms of the guests. As observed, tasks and responsibilities were reviewed to accommodate their religious and cultural beliefs, thus enabling the hotel to motivate them and raise their passion towards their jobs, as well as ensuring efficient accomplishment of tasks in relation to the brand service standard of the hotel.

Flexible Shift to Accommodate Religious Belief of Staff

The informants in the engineering department reveal that tasks in the hotel are designed to accommodate the religious beliefs of people in the host environment. The interviews also reveal that this is because every culture in Nigeria dwells on religion (Ngwoke, 2005). Thus, it is an important reference point for an individual's identity and the sense of community belonging in Nigeria. This also cuts across ethnicity and other categorizations such as, region, state, and socio- economic status. Therefore to accommodate the multi-religious character and interests of staff in the hotel, the hotel makes available time for members of staff to observe their prayers. Equally, members of staff can requests holidays to observe spiritual days, festivals, or ceremonies. A further examination of responses reveals that this was not the practice in the past, which generated dissatisfaction and tension between staff and management. However, the inclusion of time off to observe prayers and other spiritual events has motivated and improved enthusiasm of members of staff to accomplish their tasks in accordance with the brand service standard of the hotel. This has equally been included in the condition of service in the hotel

If it is important for staff to go to church and be seen every Sunday in church then we will have to deal with that, we will have to find a way to make that available to the staff, if we want to advance the business. We have to ensure there is a balance for our staff to practice their beliefs.

Josephine, Engineering Department

We make sure members of staff can go on fifteen minutes break to observe their daily prayers, specifically members of staff are allowed two fifteen minutes break on their shifts to observe this religious obligation

Haruna, Human Resource Department

A further analysis of the interviews reveals that this ensures the hotel can focus on what is important and affects the feelings of members of staff. This is because issues, such as, religion provide staff with perspectives regarding work, motivation, and their ambition in life, and helps them take basic decisions.

Thus in this case, for the hotel to attract and motivate members of staff to achieve their tasks and responsibilities in line with its brand service standard, the hotel incorporates the religious practice of employees in the structure of their tasks and responsibilities.

Promoting Religious Values of Members of Staff in Nigeria

An analysis of the interviews in the human resource department reveals that incentives provided to winners of the best employee of the year are primarily associated with the beliefs of members of staff. In this case, it is an incentive that enables members of staff to perform a fundamental religious obligation. This was implemented based on the suggestions made by members of staff, through religious leaders who serve as intermediaries in the hotel. A further inquiry into the interviews shows that this is because Nigerians attach a strong significance to their religion and, in essence, religious beliefs and values. Thus the inclusion of religious beliefs of members of staff in its reward and recognition system has enabled the hotel to focus on something that really matters to members of staff. This reward system has further enabled the hotel to build a mutual relationship with members of staff, this is because the hotel has supported the core values of members of staff for promoting its core customer service values. Similarly, this activity has improved the commitment and performance of employees towards providing amazing services to the guests, specifically in line with the brand service standard of the hotel.

The hotel sponsors the two best members of staff for the year to either Jerusalem or Mecca to perform their religious rites, like other colleagues have told you, we all sat to deliberate on it with our imams and pastors and that was forwarded to the owners of the hotel in America who were happy to approve it, which has really worked well here for us because it is what inspires us most in Nigeria, I don't really have to explain because I believe you know it.

Haruna, Human Resource Department

Members of staff have put in extra efforts over the years to emerge winners of the trip to the holy land at the end of the year; it is usually given to the two most performing members of staff, this is also a means of promoting mutual responsibility between the hotel and members of staff

Ken, Human Resource Department

A further examination of responses reveals that such incentive has generated employee affection and positive behaviours towards the hotel. Thus stimulating employees for better performance and achieving the overall goals of the hotel. The stories of the respondents reveal that the hotel implements a reward system based on the religious beliefs of its employees because it enables it build a sense of mutual relationship with its members of staff, which also improves the commitment and performance of employees towards their tasks and responsibilities as stipulated in the brand service standard of the hotel.

Provision of Place of Worship for Members of Staff

The respondents in the engineering department reveal that the hotel also takes into consideration the religious beliefs of staff in the design of the workplace. This is because members of staff in the hotel are religious and belong to either one of the main religions in Nigeria (Christianity and Islam). Similarly, members of staff have different expectations of the workplace that have been influenced by their religious beliefs. Thus to address one of these expectations, the hotel has provided, in its design, a designated praying room for staff of the Muslim faith as well as for members of staff of the Christian faith. This ensures members of staff are accommodated in the workplace, because they don't have to go out of the premises of the hotel to observe their religious obligation (prayer). This was not the practice in the past, which generated tension between members of staff and the management.

You know we are located in the northern part of Nigeria where people are predominantly Muslims and want to pray in designated areas in the facility and must face a particular direction, we have taken that into

consideration and made provisions for staff in the design. At least the challenge of going out of the property to pray is not there anymore.

Josephine, Engineering Department

We have provided places of worship to members of staff of the Muslim faith, because we understand the importance of observing their religious obligation, specifically adhering to their daily prayers

Ijeoma, Human Resource Department

The interviews show that the provision of a designated place of worship in the premises of the hotel has enabled the hotel to improve interaction between members of staff in settings inside of work, and facilitate the sharing of helpful personal and work experiences, and the development of new ideas towards completing tasks in the hotel. The stories of the respondents reveal that the hotel accommodates the beliefs of members of staff in the workplace. The essence is to ensure that members of staff feel accommodated in the work place. Similarly, this has enhanced interaction in the workplace between members of staff, as well as fostered the development of new ideas and the sharing of helpful work experiences.

6.1.2 Lack of Knowledgeable and Skilled Labour

The analysis of interviews reveals a general insufficiency of knowledgeable and skilled labour force in the Nigerian hotel industry (Sanni, 2009). Precisely, the analysis reveals the acute shortage of a skilled labour force who possess the required skills and knowledge to effectively execute their tasks and responsibilities in line with the set goals of the hotel. Thus, this study has uncovered activities of how the firm implements its elements of internal service quality to enhance the transfer of its service culture. Specifically, a detailed discussion of activities is provided of how this firm has managed this challenge to produce a set of skilled and knowledgeable employees, to enable the hotel achieve its goals. These activities include (a) identification of individuals with high potentials (b) inter- departmental exposures (c) use of accredited consultants from developed markets. These activities will be further presented

under the theme the transfer of knowledge and skills (from the headquarters of the firm in a developed market) in the discussion chapter.

Identification of Individuals with High Potentials

An inquiry into the responses in the human resource department reveals that due to the huge shortage of skilled manpower in the Nigerian hospitality industry, the hotel identifies positions that require immediate attention and, subsequently, identifies individuals with high potential and provides them with a developmental plan. Specifically, the hotel formally compiles a list of candidates who it believes have high potentials (i.e. outstanding behavioural traits and skills) for promotion and offer them accelerated development plans in the headquarters of the hotel. This researcher was also privileged to sight a compilation of these names and its purpose. The document reveals the purpose of such activity is to keep these high potentials engaged and motivated with development programs in the headquarters of the hotel. Equally, because of the size and years of experience in implementing critical elements of the hotel's brand service standard, this provides members of staff with a better understanding of how the entire hotel functions. Thus, on their return, these high potentials are assigned different responsibilities so that their impact can be felt by other members of staff. Precisely, these high potentials are expected to pass to other members of staff on their return some of the basic knowledge acquired through the development courses at the headquarters of the hotel.

We also look out for potential talents during this process and make sure we can develop them for the future of the hotel, from our competency tests we can spot the personality of individuals, also in terms attitude.

Ken, Human Resource Department

In the course of our selection process, we look out for people with a rich CV, and we provide them with accelerated development which enables us meet our needs in terms of covering critical gaps in the hotel

Ijeoma, Human Resource Department

Consequently, the identification of individuals with high potentials and their subsequent development ensures the hotel has a pool of talents who can enable the firm to achieve its set goals. Overall, the stories of the respondents reveal that the hotel identifies, develops, and motivates candidates with high potentials in its headquarters, thus enabling the hotel to build a pool of talents. These high potentials are also expected to transfer the skills and knowledge acquired to other members of staff on their return, and thus, enhance in achieving the goals of the hotel.

Inter- Departmental Exposures

An examination of responses in the human resource department reveal that because of the general lack of skilled labour in the Nigerian hotel industry and the gross lack of knowledge of how modern organisations operate, the hotel sends members of staff on inter-departmental exposures to other properties around the world. However, in most instances members of staff are sent to the headquarters of the hotel. The hotel provides twenty openings on an annual basis across all departments in the hotel to enable them to have a better understanding of the mode of operation in relation to the firm's brand service standard for a period of six weeks in its headquarters. An examination of documents made available to this researcher in the human resource department reveals that members of staff are sent to the headquarters of the hotel for the inter- departmental cross exposure, because it offers them a greater scope of knowledge and understanding of the hotel, which can translate into enhanced commitment towards achieving the goals of the hotel .

We also send our staff to other departments within the property and to properties around the world to see for themselves how things are done over there, that way they are motivated and they can give us their inputs and what they have learnt back there and we can implemented it, alongside our checklist here.

Ijeoma, Human Resource Department

We have an initiative which enables members of staff to go to other properties and department around the world to get first hand exposures of how the hotel really works and these members of staff can impact on other members of staff on their return

Ken, Human Resource Department

Specifically, the inter- departmental exposures in the hotel enable members of staff to see how hard other staff work in the headquarters, and thus provides a quicker understanding and draws greater commitment from members of staff to put in more effort in their tasks and responsibilities as well as support other members of staff towards attaining the goals of the hotel. For instance, in a situation where a member of staff is falling behind in his/ her duties of providing excellent services to the guests, another member of staff who has had a cross exposure in the appropriate unit at the headquarters of the hotel can step in and take over that area of work. Thus, improving the experiences of the guest, this is because tasks in the hotel have now become collective rather than individualised. Overall, the responses of respondents in this case reveals that the hotel encourages members of staff to go on inter- departmental exposures to properties located in developed markets, this is because it provides a greater understanding and knowledge about the hotel. Similarly this activity enhances employee commitment and collaboration towards accomplishing tasks and responsibilities in the hotel, thus enhancing the experiences of the guest.

Use of Accredited Consultants from Developed Markets

The respondents in the engineering department reveal that the hotel makes use of Healthy suites approved consultants from the headquarters of the hotel in America to provide staff of the engineering department with the requisite knowledge and skills. Thus, the consultants provide professional services and expertise on related areas such as the structure and major installations within the property as stipulated in the hotel's brand service standard. Similarly, the engineering department goes into partnership with these consultants to build new infrastructures within the premises of the hotel. However, the consultants

are usually at the background providing some advice where necessary to the members of the engineering department and do not provide advice regarding anything related to the Nigerian culture. This is because of their lack of understanding of the culture in Nigeria.

Again management organises local trainings for us here with consultants, they were here six months ago and we are still expecting them any moment from now. They provide us with these knowledge so that we are not caught wanting.

Josephine, Engineering Department

We have consultants who provide us with class room teaching on how to carry out our tasks, and this has been very useful in helping us carry our tasks successfully in the hotel

Abraham, Engineering Department

The finding further reveals that this is particular to Healthy suite Abuja and this is because of how the department has been structured. For instance, engineering departments of Healthy properties around the world have a staff strength of about ten members of staff. However, the engineering department in Healthy suite Abuja has over a hundred members of staff, and this can be attributed to the cheap but highly unskilled manpower found in Nigeria. Thus, consultants offer professional knowledge to members of staff on a collaborative level to enable members of staff to accomplish their tasks and responsibilities in the property. Precisely, this ensures members of the engineering department are passed on the desired knowledge to maintain the structural aspect of the property as well as other machineries in the hotel as recommended in its brand service standards. The stories of the respondents reveal that the hotel makes use of accredited consultants from its headquarters to provide technical and requisite knowledge to members of the engineering department in Nigeria to enable them execute their tasks and responsibilities as stipulated in its brand service standard.

6.1.3 Corruption

The analysis of interviews in this case reveals corruption is prevalent in Nigeria, like it is in most countries with emerging markets (Khanna and Palepu, 2005). Thus, this affects how the firm implements an element of its internal service quality in order to enhance the transfer of its service culture. Specifically, the findings reveal that the hotel pays bribes to these officers in these agencies of government. A detailed discussion of this activity and how it enables the firm to create an efficient work environment, which raises the motivation of members of staff towards meeting the goals of the hotel is provided below. This activity includes (a) obliging to the payment of contributions and bribes. This activity will further be presented under the theme accommodating corruption in the discussion chapter.

Obliging to the Payment of Contributions and Bribes

An exploration of responses in the engineering department reveals that some federal officers from regulatory agencies come for supervisory duties in the hotel. For instance, auditors come from agencies such as the federal fire service, and federal ministry of industry visit the property, not only to check the books of the firm, but also the physical attributes of the property. Specifically, these auditors certify critical services of the hotel, i.e. on areas such as safety in the workplace, staff wellbeing, waste disposal, machineries, and quality of food and drinks. However, these auditors who come for supervisory duties in the hotel solicit for illegal contributions or bribes. Thus, in situations where the hotel refuses to give kickbacks, the hotel experiences difficulties in the accreditation of critical services. For instance, in the past the non- accreditation and subsequent disruption of services in the hotel has increased staff turnover, specifically in areas where the hotel has its talented members of staff, who provide essential services to the guests. Thus, the hotel pays out monies to these auditors from the federal agencies to encourage members of staff as well as positively affect their commitment towards achieving their tasks and responsibilities as prescribed in the brand service standard of the hotel. Therefore, obliging to the demands of the federal officers enables the hotel to

keep its members of staff motivated, retain its members of staff, as well as facilitate towards meeting its goals.

We have people coming to do some inspections and they frustrate us most times if we refuse to give something.

Abraham, Engineering Department

You know corruption in Nigeria, is something we cannot just get rid of, these inspectors from the federal ministries demand money at the end of their assessment and if the hotel refuses, it gets into trouble

Josephine, Engineering Department

The interviews further reveal that the management of the hotel remains quiet over the issue because it allows transactions to go through without delays. This happens even in departments where there is full compliance to the regulations. Thus, the payment of bribes ensures the sustenance of an efficient and a reliable work environment in the hotel. Similarly, the hotel builds a personal relationship with the federal officers to ensure these officers receive their demands without delays. Thus, such relationships guarantee a dependable work environment that enables employees to achieve their specified tasks and responsibilities as recommended in the brand service standard of the hotel. Overall, the stories of the respondents reveal that the hotel pays out bribes to federal officers so as to create an effective and dependable work environment, thus positively influencing the commitment of employees towards achieving their tasks and responsibilities as recommended in the brand service standard of the hotel.

6.1.4 Inadequate Infrastructure

Precisely an investigation into the interviews in this case reveals that, just like any other country with an emerging market, Nigeria lacks some basic infrastructure (Sheth, 2011). The finding highlights that infrastructures in Nigeria are poor and lacking even in urban areas. Thus, this affects how the hotel

implements its internal service quality in order to enhance the transfer of its service culture. A detailed discussion is provided below in relation to the activities that enable the hotel to manage this contextual challenge, in order to produce a work environment that positively influences employees to accomplish their tasks in line with the brand service standard of the hotel. These activities include (a) use of specialised equipment (b) provision of shuttle coaches to members of staff. These activities will further be presented under the theme improvisation of resources in the discussion chapter.

Use of Specialised Equipment's

The respondents in the engineering department disclosed that the hotel makes use of specialised equipment to support the power supply in the hotel. This is because, in the past, the services of the hotel have been negatively affected by the lingering shortage of power supply in Nigeria. Thus, the hotel introduced certain modern equipment to create a work environment that can positively affect the attitude of employees towards achieving their tasks and responsibilities as stipulated in the brand service standard. More specifically, the hotel introduced inverters to support power generating plants in the hotel. Therefore, members of staff can provide critical services to guests in the hotel uninterrupted. A further analysis of the interviews reveals that the, water supply to the hotel has also been inconsistent, more so the quality of water supplied. Thus the hotel improvised with a borehole alongside a mini water treatment plant to ensure consistent and high quality water supply. This improved the provision of a consistent and high quality water supply to critical service areas, such as, the kitchen, the rooms of the guests, and the laundry. This further ensures members of staff in the hotel can do their jobs without the fear of infecting guests and other members of staff, as hygiene can be guaranteed, thus further providing the motivation to sustain members of staff to effectively execute their stipulated tasks and responsibilities.

You know the engineering department writes to the management of issues regarding infrastructure that affects the running of the hotel, for instance the issue of water supply that we had to write and a borehole and a treatment plant was constructed in the hotel.

Victor, Engineering Department

As a department, we notified the hotel regarding certain equipment that was necessary for the smooth running of the hotel, for instance we notified the management of the need to have inverters, because we have had instances of power failure and the generating sets failing as well

Josephine, Engineering Department

The findings above shows that to move the business forward, the hotel improvises with modern work tools as well as specialised equipment's in order to create a service environment in which employees can use the essential and recommended work tools, thus motivate them to accomplish their specified tasks and responsibilities as specified in the brand service standard in the hotel.

Provision of Shuttle Coaches to Members of Staff

The interviews in the human resource department reveal that the hotel provides members of staff with free transportation from their house to work, and from work to their house, after work. A further inquiry into the interviews reveals this is because of the poor state of the transport system in Nigeria. This is further compounded, because many members of staff live on the outskirts of the capital city, Abuja, which also makes it problematic to get to work. Thus, members of staff made this challenge known, through their religious leaders, to management. Consequently, after consultations with the religious leaders management approved this request, and members of staff were provided with shuttle buses across major routes of the city of Abuja. Specifically, the hotel conveys staff to and from work to major routes around their place of residence on all shifts. The hotel also ensures that these means of transportation, provided to members of staff, are comfortable and undergo regular technical inspection and cleaning. Consequently, the hotel ensures the drivers of these coaches have extensive experience and know the city of Abuja very well, in case they have to determine alternative routes in exceptional situations. A

further inquiry into the interviews reveals this minimizes risks and worries about criminal attacks, thus reducing worries and allowing members of staff to focus on work, as they can comfortably and safely commute to and from work (inclusive of members of staff on night shifts). This further ensures that members of staff can arrive to the hotel in a work mode, free from stress related problems of commuting to work, thus improving enthusiasm to effectively carry out tasks and responsibilities as stipulated in the brand service standard.

We also provide other good incentives for the staff which lays the foundation for everything. We provide free transport to our staff from the comfort of their homes to work and back.

Ken, Human Resource Department

We understand members of staff have difficulties getting to work on time, this is because most of them live on the outskirts of Abuja and the transportation network is not so good in these areas, therefore the provision of shuttle buses enables our staff to get to work on time and with a sound mind

Victor, Engineering Department

Consequently, the provision of an adequate means of transportation for members of staff in the hotel encourages members of staff to put in extra hours at work, thus further improving job satisfaction and commitment towards accomplishing tasks and responsibilities. This also, encourages members of staff to know one another better, thus helping them build better connections and foster a sense of teamwork. In addition, this enables the hotel to offer competitive benefit packages, thus reducing staff turnover. Overall, the stories of respondents reveal that the provision of transportation services to members of staff enhances their safety and comfort, and thus reduces stress related to commuting to work. Equally, this further enhances productivity, and fosters teamwork, and commitment towards accomplishing tasks and responsibilities in the hotel.

6.2 Chapter Conclusion

This chapter has been separately examined, thus allowing this researcher to develop a detailed description of the case. The critical analysis of this case reveals that the process of implementing internal service quality to enhance the transfer of service culture into a subsidiary of a service firm (the hotel) located in Nigeria can be difficult. The finding reveals that this process entails a complex set of activities as well as the use of religious leaders as intermediaries (in this case) to enhance creation of value for employees. Specifically this case reveals the inadequacy of infrastructure as a unique contextual challenge which did not manifest in the first case. However, the findings reveal the following similar contextual challenges in relation to the first case, these include, lack of a knowledgeable and skilled labour force, religious allegiance and ethnic affinity, and corruption. This chapter further presented value added activities influenced by these unique challenges that enabled the firm to transfer its service culture. These activities are presented in the next chapter which is the cross case/ discussion chapter.

CHAPTER SEVEN: DISCUSSION

7.0 Introduction

This chapter of the thesis provides a discussion of new elements of internal service quality that enable both cases in this study to transfer the unique aspects of their service culture in a cross national context. These new and contextual elements which have emerged from the analysis of the data also add to the existing five elements of internal service quality in the service profit chain theory (Heskett, *et al.*, 1994, 1997). These newly identified elements include: (1) Inclusiveness (2) Improvisation (3) Provision of Social Support (4) Transfer of Knowledge and Skills (5) Accommodating Corruption. Therefore the cross case analysis/ discussion chapter will seek to build an explanation and analysis of how and why both firms have behaved in the way they have done in relation to these environmental challenges enabling them to transfer focal aspects that create their signature service culture. However, the table below (**Table 7.1**) will reflect the similarities and dissimilarities of how both firms selected in this study have behaved and implemented the new elements of internal service quality identified above.

Table 7.1 A Reflection of the Implementation of New Elements of Internal Service Quality Between Both Firms in this Study

New Elements of Internal Service Quality	Implementation of New Elements of Internal Service Quality by Both Firms
Inclusiveness	The finding reveals both firms in this study implement this new element of internal service quality
Improvisation	The Finding reveals only one firm (Case B, Healthy Suites) implement this new element of internal service quality
Provision of Social Support	The Finding reveals only one firm (Case A, Heavens Hotel) implement this new element of internal service quality
Transfer of Knowledge and Skills	The finding reveals both firms in this study implement this new element of

	internal service quality
Accommodating Corruption	The finding reveals both firms in this study implement this new element of internal service quality

Interestingly, the table above **(Table 7.1.)**, reveals more similarities than dissimilarities in relation to implementing these new elements of internal service quality, which allows both firms selected in this study to transfer focal areas of their signature service culture. This is because the findings further reveal more similarities in relation to the contextual challenges faced by these firms, which impede the transfer of their service culture. Consequently, the figure below **(Figure 7.0)** will present the final conceptual model illustrating the process of transferring the focal areas of the service culture of both firms selected in this study into a country with an emerging market like Nigeria, through these newly identified elements of internal service quality.

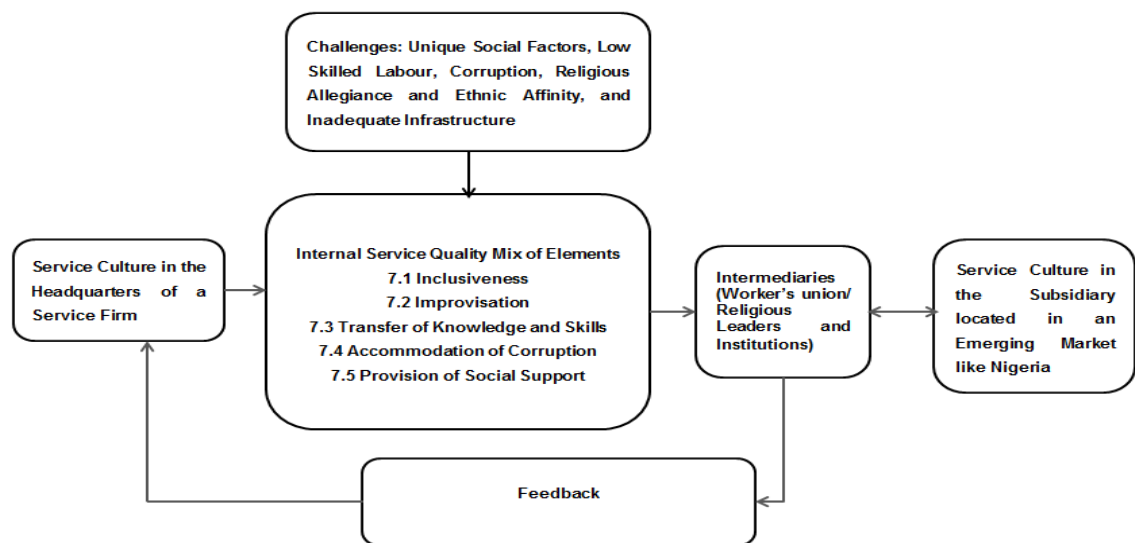


Figure 7. 0 Final Conceptual Model of Transferring Service Culture

As stated earlier this section will discuss how both cases have implemented these new elements of internal service quality in order to allow them to transfer the focal areas of their signature service culture.

7.1 Inclusiveness

Corroborating the findings from the two cases, reveals that despite the fact that there was no mention of the inclusion of religious beliefs of employees in the brand service standard or the website of both firms, the findings from the interviews indicated otherwise. The examination of the interviews in this study reveals that both subsidiaries implement different, and most times, similar activities based on the religious and national cultural practices of their employees, to transfer focal areas in their brand service standard that allows them to create their signature service culture. Similarly, this enables them to generate commitment, loyalty, and motivation from their employees towards achieving the goals of their firms. Thus the inclusion of religious and national cultural practices can be seen as a key element of internal service quality in both subsidiaries located in Nigeria. A detailed discussion of how these activities enhance the transfer of focal areas that allows both firms to create their signature service culture is provided below. In addition, this section is divided into three sub-sections. The first section outlines and discusses activities that reflect the inclusion of religious beliefs of employees in both firms. The second sub-section provides a discussion that reveals the inclusion of national culture practices in Nigeria. The last sub-section provides a summary.

7.1.1 Inclusion of Practices Related to Religious Beliefs of Employees

Incorporating Religious Beliefs of Employees in the Employee Selection Process and the Enactment of Tasks and Responsibilities of Employees

The finding shows that both firms have embedded the religious values of their employees into their human resource processes in order to elicit commitment and organisational performance, however, both firms integrated this approach at different stages i.e. employee selection process (induction stage), and enacting tasks and responsibilities of employees. Specifically in case A, the firm incorporates the religious beliefs of its employees in its induction process, while in case B, the firm integrates the religious beliefs of its employees in the way tasks and responsibilities of its employees are enacted. Thus the discussion below separately presents these activities, and addresses how these activities have enabled these firms to enhance the transfer of focal areas of their

signature service culture as well as improve organisational commitment and performance.

Statement of Promise to Guarantee Accomplishment of Tasks and Responsibilities

It was observed in case A, that the firm reinforces employee commitment towards customer services through leveraging on the employees' religious beliefs by embedding an oath in the new employee induction process. This is because, in the past, employees have demonstrated a lack of commitment towards accomplishing even basic tasks and responsibilities in the firm i.e. the lack of commitment towards providing pleasant customer experience. Similarly, the analysis chapter further shows that the firm understands that people in Nigeria have a strong allegiance to their religious beliefs, and that rectitude and social order are elicited from individuals based more on religious values than logic (common sense) (Ben, *et al.*, 2012). In addition, the findings show that regardless of what individuals believe, people in Nigeria believe in the values and beliefs of the two main religions in Nigeria (Christianity and Islam) (Ojo, 2009). Thus, the firm ensures that in the induction process new employees make a statement of promise in line with their religious beliefs. New employees are provided with a document containing an oath of allegiance, and these new employees are expected to sign such document, thus affirming commitment to the firm in accordance with their religious beliefs. This is to guarantee the provision of an amazing customer experience. Specifically this is an activity that takes place in the final stages of the employee selection process; the firm ensures that new employees provide a signed copy of an oath of allegiance to the firms. Similarly, a guarantor form must be provided to the human resource department which must be duly signed by a religious leader.

The finding shows that this practice of the firm has enabled its employees to be diligent and perform their jobs to the best of their abilities and provide customers with an amazing experience. This is a focal area that allows the firm to create its signature service culture (**see section 4.5.4**). Thus, a faith based approach can be seen to be specifically relevant in Nigeria, even against the

desire of individuals. This is because individuals demonstrate religious allegiance and cooperation even above national interest (Ojo, 2009), which sometimes translates to superstition or an irrational form of devoutness (Emeriole, *et al.*, 2013). Specifically, the analysis chapter also shows the existence of a belief in Nigeria, where an individual who contravenes an agreement or condition prescribed in an oath is most likely to face punishment or sanction from a super natural force. Thus, the firm implements a faith based approach in its selection process as well as seek the support of informal institutions (Sheth, 2011). This is to guarantee organisational commitment, required performance, and facilitate the accomplishment of tasks and responsibilities as recommended in their brand service standard (Anderson and Mittal, 2000). This also encourages service employees to go the extra mile to serve the needs of the customers.

More precisely, in Nigeria, where religion is an integral part of every individual's daily life (Ahiazu, 1999), the finding in this section of the research adds to the list of factors that can elicit employee motivation and commitment towards accomplishing their tasks and responsibilities. Several services marketing and management scholars, mostly in developed markets such as, Ottenbacher and Juegen, (2005), have found that employee motivation and commitment towards accomplishing tasks and responsibilities within the service context can be gained through the selection of employees who possess the professional expertise, knowledge, and enthusiasm, to consistently and effectively express the firm's service philosophy and brand. In addition, Punjaisri and Wilson (2009), argue that selecting employees with distinctive skills can enable a company to achieve a competitive advantage that may be difficult to match. This is because employees who possess distinctive skills and knowledge are motivated to deliver the service in a consistent manner, and can, therefore, attain and maintain the desired identity, coherent corporate image, and corporate culture. While these scholarly works have highlighted the relevance of selecting employees with the requisite expertise (e.g. knowledge, skills, and experience), the authors have not emphasised the significance of selecting employees who can provide allegiance to the firm based on beliefs, and in this case here, religious beliefs, which has been found here to improve employee motivation and enthusiasm towards accomplishing tasks and responsibilities.

This can perhaps be attributed to the inactive role of religion (religion vs religious beliefs) in determining people's reasoning and rectitude in most countries with developed markets (Sheth, 2011).

Similarly, as observed in the brand service standard of the firm and on the website of the headquarters of the firm, the selection of employees mainly focuses on certain competence, such as requisite skills and knowledge, appropriate work experience, and other relevant soft skills, i.e. right behaviour and attitude (**see section 4.5.4**). However, as observed here, the firm ensures that employees make a statement of promise (oath) based on their religious beliefs to guarantee performance and quality of work as recommended in the brand service standard of the firm, which sometimes is against the wish of the new employees who express their unwillingness to swear the oath of allegiance to the firm and sometimes decline the offer, which results in the selection process terminating. This activity further reflects a potentially exploitative behaviour on the part of the firm (or inadvertently treating employees unfairly for advantages, such as, profit in the long run), which is also inconsistent with a focal area that enables the firm to create its signature service culture in its headquarters i.e. implementing best practices while delivering outstanding services and experiences to both customers and employees (**see section 4.5.4**).

Integrating the Religious Beliefs of Employees in the Enactment of Tasks and Responsibilities of Employees

The findings reveal that only case B implements this activity. This is because in the past, the non-inclusion of religious beliefs of employees in its responsibilities and tasks generated tension between management and the employees. Thus employees are now given the privilege to observe certain religious obligations. This is also included in the conditions of service in the firm. This analysis chapter reveals that the firm understands that religious beliefs serve as a reference point to many Nigerians (Ahiazu, 1999), and provides individuals with identity and a sense of belonging. Equally, the firm understands that religious beliefs serve as a major driver for the actions of employees (Emerole, *et al.*,

2013). In addition, similar religious beliefs provide employees with a similar view and a framework on which to base their critiques and demands from the firm. Thus, in order to enhance efficiency, and satisfaction of employees in their roles, tasks are reviewed between management and religious leaders to ensure tasks and responsibilities of employees in the firm match their values and beliefs. For instance, from an Islamic perspective, it is forbidden for Muslims to touch or consume alcoholic drinks, thus the responsibilities and tasks of employees of the northern extraction, who are predominantly Muslims, were reviewed so that these employees will not handle or remove used alcoholic containers from the rooms of the guests. As observed, this initiative was achieved through consultations between management and religious leaders representing the interest of employees. This further re-echoes the role of the intermediary in enabling the firm to meet the expectations of its employees, thereby enhancing internal service quality (Zeitham, *et al.*, 2009).

Largely, the finding chapter highlights that, religious values in Nigeria offer value towards work, ambition, help in making decisions and ultimately affect the feelings of employees. Thus, incorporating the religious values of employees, through the activities highlighted above spurs employees to display enthusiasm and motivation in accomplishing their tasks as prescribed in the brand service standard. Consequently, the finding suggests that employees became more committed and efficient when their responsibilities and tasks matched the requirements of their religious values. This shows that supporting employee values and beliefs is essential for employees to effectively perform their tasks and responsibilities as well as contribute to the success of the business. Thus, the firm supports and promotes the multi religious characteristics of its employees in the enactment of tasks and responsibilities, in order to enhance, job satisfaction, allegiance, cooperation, and mutual obligation. This also suggests that the employees' religious values and beliefs are closely linked to their motivation, commitment, and loyalty to the firm.

Human resource scholars, such as Swart and Kinnie (2010) found that training and skills development of employees through the underlying principle of continued organisational learning supported improved employee commitment, motivation and job satisfaction directed towards organisational commitment.

Consequently Kaiser, *et al.*, (2015), also argue that certain issues around roles and tasks that covers fair wages, benefits, and career development, which facilitated motivation, and job satisfaction are strongly developing in both human resource management and services marketing literatures. However, an investigation into the services marketing literature does not clearly reveal the incorporation of religious values of employees in the implementation of tasks and responsibilities in a service firm, in Nigeria. Specifically, the literature does not explicitly state how service firms in Nigeria incorporate the religious values of their employees in the enactment of tasks and responsibilities. Neither do extant studies evidence how service firms utilise this imperative (religious values) to reinforce workplace motivation, enthusiasm towards accomplishing tasks, and responsibilities, which can be essential in the transfer of a service culture (Edvardsson, *et al.*, 2011). These considerations, as stated, reinforce the relevance of the findings in this section of the research. More precisely, the finding chapter suggests that, religious values provide a conviction of what is right and wrong, and an emphasis on community and cooperation, which is essential in a workplace (Ojo, 2009). This also provides a framework of duty and responsibility that validates the value of work, which promotes job satisfaction, productivity, and motivation towards achieving assigned task and responsibilities, and these are key ingredients that can enhance the transfer of a service culture (Heskett, *et al.*, 2003). Thus, to balance the business needs of the firm and the religious values and beliefs of its employees, the firm provides great importance to the religious beliefs and values of employees in the enactment of tasks and responsibilities to enable employees to adhere to their religious obligations in the work place. This suggests that, the incorporation of employee religious values and beliefs in the structuring of tasks and responsibilities provides value to employees, and is a reflection of a focal area that enables the firm create its unique service culture (**see section 4.5.4**).

Overall, the findings suggest that, even though both firms have incorporated the religious beliefs of their employees at different stages in their human resource management practices, the integration of religious beliefs of employees has enabled both firms to elicit commitment and organisational performance.

Specifically, the findings in both sections highlight the importance of the incorporation of religion in the employee selection process as well as in the enactment of tasks and responsibilities in a service firm in Nigeria. As relates to Case A, specifically, a widely held view in the services marketing and management literature is that the selection of employees who possess distinctive skills, knowledge, and expertise can enhance the achievement of tasks and responsibilities in the firm (Kale, 2007; Zeithaml, *et al.*, 2009). While this understanding is consistent with findings in Case A, what is further evidenced is that, additionally, the integration of religious beliefs in the selection process enables the firm to guarantee performance and quality of work, specifically as it relates to providing an amazing customer experience, which is a focal area that enables the firm create its signature service culture. Thus, the integration of employee religious beliefs in the selection process of a service firm in Nigeria can be fundamental in enhancing the transfer of its service culture (Grönroos, 2007). Similarly in case B, the findings reveal that because the religious values and beliefs of employees are linked to a sense of ambition, motivation, commitment and loyalty to the firm, accommodating the religious values of employees in enacting responsibilities and tasks can enable the firm to provide jobs that offer value to its employees, which is a reflection of a focal area that enables the firm to create its signature service culture. This also raises job satisfaction, enthusiasm, motivation, and performance, which can be vehicles through which tasks and responsibilities can be executed as prescribed in the brand service standard of the firm (Anderson and Mittal, 2000), hence enhancing the transfer of its service culture.

Faith Based Reward and Recognition

The two cases in this study incorporate the religious beliefs of employees in their reward system. Specifically, the findings show that this activity is particular to the subsidiaries in Nigeria. The action of both firms can be attributed to the important place of religion for Nigerians, the composition of the religious backgrounds of employees in the firm (Christians and Muslims), and the significance of fulfilling key religious obligations by employees (Emeriole, *et al.*, 2013). These statements suggest that both firms implement intangible (intrinsic)

reward system (Chiang and Birtch, 2010); however, in this case, a faith based intrinsic reward system. Specifically, in case B employees provided the input for the implementation of this reward system through the intermediaries in the firm. Thus, this further highlights the significant role of intermediaries in enabling the firm to enhance internal service quality. As observed in this case, employees mentioned an incentive (a trip to the holy land of Jerusalem or Mecca), which offered the privilege to accomplish a fundamental religious task and was most important in enhancing a sense of mutual responsibility between the firm and its employees. This was communicated to the management through the intermediaries (religious leaders) and was approved by the management.

The findings show that this faith based intangible reward (a reward system which recognises the religious beliefs of employees) enhances a sense of mutual obligation, commitment, and responsibility, between both firms and their employees. This is because the firm has promoted the core values of its employees for promoting its core customer values stipulated in its brand service standard. This is also reflection of a focal area that allows both firms to create their signature service culture i.e. implementing a reward system that enhances mutual obligation between the firm and employees (**see section 4.5.4**). This sense of mutual obligation further encourages employees to perform beyond their stipulated responsibilities and duties, i.e. as observed in the findings chapters, this initiative has been very effective in achieving the desirable organisational behaviours and stimulating employees towards providing exceptional services to customers based on the core customer service values of both firms. Thus, implementing a reward system around the religious values of employees in both firms enhances mutual obligation between the firm and its employees, which further spurs employee productivity and performance towards providing amazing customer experiences, which is a focal area that also enables both firms create their signature service culture (**see section 4.5.4**).

Therefore, this section of the research extends the current understanding of how service firms in Nigeria implement their reward and recognition system, particularly the inclusion of an intrinsic faith based reward. Equally, services marketing scholars Rundle- Thiele (2005), Chiang and Birtch (2010), acknowledge that rewards which are non- financial in nature, such as the

provision of an increase in holidays and an increase in family benefits, can contribute towards the employee perceiving his/ her workplace as a supporting and caring organisation. In addition, Schneider, *et al.*, (1992) state that offering intrinsic reward in exchange for hard work, especially in service industries, is very important when it comes to influencing the perceptions of employees. This is because employees who experience and receive recognition for their hard work are able to have a better perception of their work, workplace, and their employer. Even though, these scholars have emphasized the importance of intrinsic reward in service firms, services marketing scholars have clearly not investigated a fundamental factor, such as religion, and the effect of religious values in motivating the behaviour of employees of service firms in Nigeria. Specifically, services marketing scholars have not investigated the place of religion in the reward and recognition systems in service firms operating in countries like Nigeria i.e. how an intrinsic reward system, such as a faith based reward system can be used by service firms to motivate employees towards accomplishing their required tasks and responsibilities, which, this research found, enhances a feeling of mutual responsibility, employee motivation and productivity, as well as desirable organisational behaviours, and is, thus, fundamental in facilitating the transfer of a service culture (Grönroos, 2007).

Overall, the findings in this section suggest that, these firms in Nigeria implement a faith based reward system, because it enables them to build a sense of mutual obligation with their employees, a reflection of a focal area that enables both firms to create their signature service culture. This mutual obligation between the firms and their employees further improves employee motivation and commitment towards achieving their stipulated tasks and responsibilities in the firm. In addition, this enables both firms to direct and sustain desirable organisational behaviours, which can be critical in the transfer of a service culture (Chang and Sinclair, 2003).

Incorporating the Beliefs of Members of Staff in the Design of the Workplace

Consequently, the finding in both cases shows that members of staff are supported and provided with a place to practice their faith in the workplace. This finding clearly demonstrates that both firms implement a workplace design that reflects the religious needs of their employees. Even though, the finding does not reveal if the firms are required by law to meet such expectations. Religion in Nigeria provides people with different workplace expectations (Emeriole, *et al.*, 2013). Similarly Aluko, (2000) notes that in traditional self-employment in Nigeria, people have places to practice their religion on their farms or fishing grounds and do not need to go far to practice their religion. Clearly, both firms in this study have acted in line with the preceding statement and have addressed this expectation of their employees. As observed, these firms have provided designated facilities for their employees to practice their religion. The finding further shows that the provision of a designated facility ensures that employees feel accommodated in the workplace and that they can interact within a setting inside of work, thus fostering a culture of cooperation and innovation of new ideas towards accomplishing tasks in the firm. Furthermore, such facilities provide the opportunity to share positive work experiences. The finding in this section of the study evidently shows that the inclusion of religious belief of employees in the design of the physical environment in service firms operating in Nigeria positively impacts on teamwork, collaboration, and development of new ideas, which further affects performance of employees towards achieving their required tasks and responsibilities in the firm. Similarly, this activity reflects a focal area in the brand service standard of both firms that enables both firms to create their unique service culture, i.e. the provision of a resourceful work environment (**see section 4.5.4**). However a further investigation of the website of both firms and their brand service standard does not reveal the accommodation of the religious beliefs of employees in the design of the workplace.

Therefore, this section of the study extends the current understanding of how service firms implement their workplace design in Nigeria to enhance the transfer of their service culture, specifically as it positively influence teamwork, collaboration, and performance of employees towards achieving their required tasks and responsibilities. However, other services marketing scholars have

focused on other aspects of the physical workplace environment that significantly impact on the performance of the service firm as well as facilitate the transfer of a service culture. For instance, Waber, *et al.*, (2014), note that the degree to which service employees are able to personalise or control the work environment (such as lighting and temperature) enhances productivity and operational effectiveness. This is because these imperatives, which influence employee sense of wellbeing, can enhance the transfer of a service culture. Parish, *et al.*, (2008) have validated this assertion - that is the view that safety, health and well-being of employees contributes to organisational effectiveness and efficiency and, in essence, the quality of work. Consistent with the practice in both firms, the authors state that when the workplace supports the safety, health and well-being of employees, commitment towards the accomplishment of tasks and responsibilities is reinforced. However, this study evidences the relevance of including the religious beliefs of employees in the design of the workplace in service firms operating in a country like Nigeria. In essence, while the above stated points (feelings of wellbeing which reinforces employee task and role commitment) have been well-documented in the services marketing literature, this study further reveals the relevance of religion and implications of including religious beliefs of employees in the workplace design, specifically in service firms operating in Nigeria.

Overall, scholarly views in the services marketing literature underscore the significance of health, safety and well-being of the employee, as well as the personalisation of the workplace, to enhance employee commitment and performance towards achieving tasks and responsibilities (Parish *et al.*, 2008). However, findings in this study evidence that, additionally, service firms in Nigeria include the religious beliefs of employees in their workplace design to enhance employee commitment and performance towards achieving tasks and responsibilities. Similarly, this enables service firms to provide a resourceful work environment for employees, which is, again a reflection of a focal area that allows both firms to create their signature service culture. Precisely, the inclusion of the religious beliefs of employees in the design of the workplace promotes the sharing of positive experiences between employees, commitment, and the spirit of team work towards accomplishing tasks and responsibilities,

which can be fundamental in the transfer of a service culture (Zeithaml, *et al.*, 2009).

Influencing the Behaviour of Employees through Informal Institutions

The finding in both cases also shows that the firms conduct programs to communicate and reinforce the desired behaviour to members of staff. This is usually organised by the human resources department of both firms and communicated by the headquarters of both firms. As observed, this behaviour of the firms is influenced by the strong allegiance to religious beliefs and the excessive display of ethnic affiliation by employees towards their religious and ethnic beliefs. Precisely, the findings show that both firms have identified this as a potential problem that has negatively affected the performance of tasks and responsibilities in their firms. Equally, the findings suggest a perceived credibility of religious institutions and its leadership in Nigeria. Thus both firms make use of renowned and notable religious leaders, accepted by many Nigerians, to reinforce employee commitment from a religious perspective. This ensures that the cooperation of employees can be solicited towards achieving the desired goals of the firm. This also enables the firms to reduce the pre-conceptions and anxieties between the brand service standard of the firms and the religious and cultural beliefs of employees. Thus enabling employees to understand what is expected of him/ her, and as such, provides a guide on how to be successful. In addition, in case B, the firm also organises refresher programs with the support of religious leaders, thus further reinforcing the commitment and performance of employees towards accomplishing their stipulated tasks and responsibilities.

Evidently, the use of informal institutions and its leadership (Sheth, 2011), reinforces commitment and motivation of employees towards their tasks and responsibilities, and thus enables the firms to sustain performance and productivity, as described in their brand service standard. This finding further reinforces the role of religion and its institutions in the transfer of a service culture, as observed, these institutions enable both firms to strengthen

employee commitment, performance, and productivity in accomplishing tasks and responsibilities, which are requisites that can enhance the transfer of service culture (Grönroos, 2007). Even though the services marketing literature has revealed this to be an essential practice in reinforcing the values of the organisation to employees (Silvestro and Cross, 2000; Kale, 2007), an investigation into the services marketing does not recognise the inclusion of informal institutions, i.e. religious institutions and their leaderships in this important tasks. The findings in this study clearly suggest that informal institutions, such as religious institutions, can facilitate the reinforcement of organisational values, and can, thus, facilitate the transfer of service culture (Kale, 2007). Specifically, using the leaderships of religious institutions enables both firms to emphasize a desirable level of performance, productivity, reliability, and efficiency in achieving tasks and responsibilities. This finding is, however, inconsistent with the statements in the brand service standard and the website of both firms which highlight the direct engagement of employees, as a focal area that enables both firms to create their unique service culture (**see section 4.5.4**).

Overall, the findings supports other services marketing scholars who point out that reinforcing organisational values to employees can enable service firms to transfer their service culture (Grönroos, 2007; Christain, *et al.*, 2011). This research, however, advances the current understanding of this practice in the transfer of a service culture from a cross national context, specifically into Nigeria, characterised by high ethnic affinity and strong religious allegiance. The findings show that both firms engage the leaderships of religious institutions (Sheth, 2011), because this enables them to reinforce their organisational value, which allows them to, create their signature service culture. This also improves employee commitment, performance, and efficiency towards achieving tasks and responsibilities, which can be fundamental in enhancing the transfer of their service culture (Grönroos, 2007; Christain, *et al.*, 2011).

7.1.2 Inclusion of National Culture Practices in Nigeria

Selective Inclusion of Candidates

The findings in both cases show that these firms provide preference to candidates from the major local cultures in their selection process. The finding illustrate that the action of both firms is influenced by the strong ties displayed by individuals from the same cultural background. For instance as revealed in both cases, people in Nigeria easily build strong relationships with someone who belongs to their cultural group. Thus, in positions where there is a high interface with the customer the cultural background of a candidate stands as a major criterion for selection in both firms. This finding further suggests that in collectivist cultures (Hofstede, 1980), relationships between service employees and their customers are stronger, more intimate, and therefore more loyal compared to such relationships in individualist cultures (Bolton and Myers, 2003).

Specifically, the finding reveals that this relationship based on ethnic affinity leads to the delegation of extra responsibilities and the accomplishment of such responsibilities by the employee on behalf of the customer. The delegation of extra responsibilities to the employee further enhances higher levels of productivity, which is a fundamental element that can enhance the transfer of service culture (Grönroos, 2007). In addition, this enhances the delivery of exceptional customer experiences, and this is a reflection of an element in the core customer service values of both firms (**see section 4.5.4**). Similarly, this strategy enables both firms to remain in the Nigerian market place. This is because the relationship between the employee and the customer based on ethnic affiliation enhances the creation of value, precisely as what is important to the customer is equally important to the employee. Thus, a relationship between a customer and an employee, influenced by cultural ties, offers more prospects of providing customers with outstanding experiences. Therefore, both firms implement a selective inclusion strategy in their selection process to facilitate the transfer of their service culture, precisely as it enables them to improve employee level of productivity and the delivery of exceptional customer experiences in line with their core customer service values, which can be central in enhancing the transfer of service culture (Zeithaml, *et al.*, 2009).

The findings in this study suggest that in environments, such as Nigeria, where strong relationships depend on ethnic affinity, service firms consider selective inclusion in their employee selection strategy to facilitate the transfer of elements in their core customer service values, and this enables them to create their signature service cultures i.e. exceptional customer experience. Therefore this finding also extends the current understanding of how service firms implement their employee selection strategy to enhance the transfer of a service culture into Nigeria. However, an investigation into the brand service standard and the website of the headquarters of both firms reveals that, the firms emphasize on requisite skills and knowledge of a candidate, which is a focal area that enables both firms to create their unique service culture (**see section 4.5.4**). Similarly, services marketing and human resource management scholars have regarded acquiring high quality employees as a starting point for establishing service culture (Snape, *et al.*, 1995; Grönroos, 2007). Bitner and Brown (2008) further argue that for modern service firms to compete aggressively in the market place, these firms must focus on the creation and nurturing of a service culture through the selection of finest employees in their respective industry. Liao and Chuang (2007) also point out that, whether a department in a service firm serves internal or external customers, or even both, its mission, is essentially, to deliver value to customers. These statements underscore the need for the service firm to select highly skilled and knowledgeable employees, however the finding in this section of the study reveals the relevance of selective inclusion of candidates based on their cultural background, which serves as a major selection criterion. This is because it offers a better opportunity to create value as well as exceptional experiences for customers.

Overall, the findings demonstrate that in Nigeria the cultural background of a candidate can serve as a major criterion for selection. This is because relationships based on ethnic affinity offer a better opportunity to create value for the customer as well as exceptional experiences, as people from the same cultural background are likely to display similarities in values and attachment towards each other. This relationship also leads to the delegation of additional responsibilities and the accomplishment of such responsibilities by the employee on behalf of the customer. This further improves employee

productivity, the confidence of the employee, as well as enables the employee to create an amazing experience for the customer, which is a focal area that allows both firms to create their signature service culture. As such, the finding in this section of the study reveals that apart from acquiring high quality employees, which the services marketing and the human resource literature emphasize enhance in the transfer of service (Grönroos, 2007; Bitner and Brown, 2008), the selective inclusion of candidates can also enhance the transfer of a service culture in service firms operating in Nigeria.

Incorporating Societal Status in the Workplace

The findings reveal that only case A implements this activity. This is because in the past, the use of first names as stipulated in the brand service standard of the firm created tension and disharmony between supervisors and employees as well as between employees and customers. Thus, the firm incorporates societal order in the workplace. As observed, this is mainly attributed to the culture of Nigeria, which mainly promotes a high power distance cultural dimension (Hofstede, 1980). This further reveals that gerontocracy practices, such as respect for seniors and elders first principle, still continue to prevail in the Nigerian national culture and organisations (Ahiazu, 1999). For instance, in the firm, team members are expected to call their bosses and customers by their first names, but going by Nigerian culture, team members cannot call someone who is older and higher in position by their first names, which is regarded as good conduct and is mostly rewarded through spiritual blessings (Emriole, *et al.*, 2013). Therefore supervisors and managers in this firm notified the headquarters, through the intermediaries in the firm (worker's union), of this unique cultural practice in Nigeria. The headquarters consequently, approved the use of such phrases as sir, ma, oga, and boss for employees to address their supervisors or customers. This also re- iterates the role of the intermediary in enabling the firm to enhance internal service quality. For instance here intermediaries have facilitated the inclusion of societal hierarchy in the design of the social aspect of the workplace, which is fundamental in creating a harmonious work environment.

Specifically, the finding chapter highlights that the Nigerian culture, which supports a high power- distance culture dimension (Hofstede, 1980), show of respect between employees and supervisors, and between employees and customers, promotes a harmonious working environment, which is a critical element that can enhance the transfer of a service culture (Grönroos, 2007). Nonetheless, several services marketing scholars propose that a high degree of social equity and community can be a significant contributor in the transfer of a service culture (Bitner, 1992; Steen, 2013, Skalen, *et al.*, 2015). Equally, the brand service standard of the firm encourages employees to address their colleagues and supervisors by their first names in order to increase the social equity in the social work space. This is because a high degree of social equity in the design of the workplace positively affects the ability of employees to interact with each other, and encourages team work, friendship formation, participation, and group cohesion. However, by implication this research shows that the integration of a high degree of social hierarchy in the design of the workplace also fosters a harmonious working environment, and that the subsidiary firm in Nigeria does not encourage a low degree of social equity in the social workplace, which is a focal area that enables the headquarters of the firm develop its signature service culture (**see section 4.5.4**).

As revealed, this behaviour of the firm is attributed to the high power- distance cultural dimension (Hofstede, 1980), supported by many cultural groups in Nigeria. Thus, the integration of societal hierarchy in the social aspect of the workplace place enables employees to avoid presenting pictures of in- subordination and dis- respect to both supervisors and customers. Equally, the finding shows that societal hierarchy in the workplace also improves performance, another key aspect that can enhance the transfer of a service culture (Anderson and Mittal, 2000). This is because it ensures employees accomplish their tasks and responsibilities accordingly, in line with the instructions of their supervisors. Therefore the integration of societal hierarchy in the social aspect of the workplace design can be regarded as fundamental in the sustenance of relationships, improving performance and creation of a harmonious working environment, which can also be essential in facilitating the transfer of a service culture (Grönroos, 2007).

In conclusion, this finding adds to the body of the services marketing literature in the following way: Service firms in Nigeria integrate societal hierarchy in the design of the social aspect of the workplace design to facilitate the transfer of a service culture. This is because it fosters the creation of a harmonious working environment and enhances relationships with both customers and supervisors. Even though this is inconsistent with a focal area that enables the firm to create its signature service culture i.e. the creation of a social workplace that promotes equality and collaboration (**see section 4.5.4**), the finding here reveals that the high degree of social equity in the workplace positively encourages interaction, team-work and cohesion, which can be fundamental in the transfer of a service culture (Lau, 2004; Grönroos, 2007).

Use of Employee Initiatives

The finding reveals that only case A implements this activity. This is because in the past employees have demonstrated an understanding of the dynamics and interplay between the Nigerian culture and the customer service building blocks of the firm. For instance, in the past employees in the customer services department of the firm have established personal relationships with customers and delivered exceptional experiences to these customers based on these understandings. The findings chapter, however, reveals that the use of employee initiative is limited to departments with high customer interface; this is because of the inadequate skilled labour in the hospitality and hotel industry in Nigeria (Sanni, 2009). Thus in departments with high customer interface, employees are empowered to be innovative and further encouraged to use their initiative. This further demonstrates that the firm understands the collectivist culture of the Nigerian people (Hofstede, 1990), which promotes practices such as bonding, show of affection, brotherhood, attention, and sharing between people i.e. between the customer and the employee or between employees in the workplace (Emeriole, *et al.*, 2013). Similarly, the firm acknowledges that this knowledge can enable employees to enhance customer experience. This finding shows that the firm implements employee empowerment through involvement (Yukl and Becker, 2006).

Specifically, the implementation of employee empowerment through involvement enables frontline employees to provide services to customers based on the customer service building blocks of the firm (**as seen in section 4.5.4**) i.e. ownership, now (urgency), hospitality, and leadership. These customer service building blocks can be deduced from the findings discussed below. As observed in the analysis chapter, this ensures that both the frontline employee and the customer are simultaneously engaged in the co-production of the service, enabling the employee to correct service failures immediately and, improve service processes and procedures, and thus, provide exceptional experiences for the customer. Equally, the finding highlights that this allows the front line employees to be more proactive towards handling unforeseen situations thus enabling the service firm to achieve its objectives of meeting the immediate expectations of customers. Furthermore, the finding reveals that this positively impacts on the motivation and job satisfaction of the employee, which are fundamental elements that can facilitate the transfer of a service culture (Grönroos, 2007).

This finding is largely inconsistent with the findings of services marketing scholars such as Taneja, *et al.*, (2015), who argue that firms should encourage and empower employees who possess a range of team working skills, interpersonal skills, and most importantly, technical skills and ability. This is because these competences enable the employee to find potential solutions to problems in the firm, thus improving positive experiences of the customer. This further facilitates the development of their full potential in serving the customer, which can enhance the transfer of a service culture (Anderson and Mittal, 2000). Similarly, these findings are inconsistent with statements stipulated on the website and in the brand service standard of the firm, which reaffirm that the signature service culture of the firm, is hinged on employee empowerment which enables all employees to make contributions irrespective of their position in the firm (**see section 4.5.4**). However, the finding here, specifically reveals that the service firm encourages and empowers front line employees based on the knowledge/understanding of employees' cultural values, which is based on Hofstede's (1980) collectivist cultural dimension. In essence, the organisation utilises the employee collectivist characteristics (evidenced by bonding,

affection, attention, kinship, brotherhood, sharing, and communalism) as well as their understanding of these characteristics as a way to enhance the provision of services to customers based on its customer service building blocks. This further raises the motivation of the employee and improves job satisfaction, which is an important element that can facilitate the transfer of a service culture (Zerbe, *et al.*, 1998).

Overall, the findings in this section of the study add to the present understanding of encouraging and empowering employees in the services marketing literature. Specifically the finding suggests that the Nigerian culture which supports a high collectivist cultural dimension (Hofstede, 1980), which espouses bonding, sharing, show of affection and attention. Encouraging and empowering employees through involvement (Lashley, 2000), can ultimately enhance transfer of a service culture. This is because it supports the utilization of the employee collectivist characteristics (evidenced by bonding, affection, attention, kinship, brotherhood, sharing, and communalism) as well as the employee understanding of these characteristics as a way to enhance the provision of services to customers in line with the customer service building blocks of the firm i.e. hospitality, leadership and now (urgency) **(see section 4.5.4)**. This is a focal area that also enables the firm to create its signature service culture. Similarly, this enhances employee motivation and improves job satisfaction, which is a fundamental element that can enhance the transfer of a service culture (Bowen and Lawler, 1995; Zerbe, *et al.*, 1998).

7.1.3 Summary

In summary, both cases have implemented different and in most cases similar activities that reflect the inclusion of religious beliefs and national culture practices of their employees to transfer focal areas in their brand service standard which allows them to create their signature service culture. These focal areas transferred through the inclusion of religious beliefs and national culture practices of employees includes, the provision of an amazing customer experience in line with the core customer service values of both firms, structuring of jobs and responsibilities that adds value to employees, implementing a reward system that enhances mutual obligation between the firm and its employees, the provision of a resourceful work environment, and

employee empowerment (**section 4.5.4**). Equally, this has enabled both firms to improve motivation and organisational commitment of employees towards achieving tasks and responsibilities as recommended in their brand service standard. This evidently reveals inclusiveness (the inclusion of religious beliefs and national culture practice in the organisation) can be a fundamental element of internal service quality, which can enhance the transfer of a service culture for service firms who intend to do business in a country like Nigeria.

7.2 Improvisation

The findings chapter reveals that the hotel shows innovation – or improves on limited or scarce resources at its disposal to create to value for its employees and customers. The findings sourced from the brochure of Healthy suites Abuja also show that the firm is responsive to the inadequacies of certain basic amenities in Nigeria, thus the hotel makes provision for state of the art equipment to cover for such inadequacies. Equally, the brochure reveals that the hotel provides alternative and independent plants (machinery) within its premises to enhance the safe and consistent delivery of top class services to employees, in order to create a standard work environment as recommended in its brand service standards. This activity matches with a focal area in its brand service standard, i.e. the provision of an efficient work environment that facilitates maximum productivity, which enables the firm to create its unique service culture in Nigeria (**see section 4.5.4**). A detailed discussion of how this activity enhances the transfer of a focal area that allows the firm create its unique service culture is provided below. Furthermore, this section is divided into two sub- sections, the first section highlights and discusses the activity of the firm that reflects improvisation due to inadequate basic infrastructure in Nigeria, while the second sub- section provides a summary.

7.2.1 Use of Machinery

The finding in this case shows that case B (Healthy suites) makes improvisation with specialised equipment; this is because in the past some of its services had suffered some hitches due to the poor state of infrastructure, in Nigeria. Thus the firm provides independent and alternative sources of basic amenities, as well as logistics to its employees, in order to cover for some of the dearth of

infrastructure in Nigeria. As such, this behaviour of the firm is influenced by the shortage of physical resources in Nigeria, which contrasts sharply with Hooke's (2001) assertion (focussed on developed markets) that businesses carry out their affairs by taking advantage of good infrastructure, which, consequently, enables the exchange of goods and services. Interestingly, examining the website of the firm's headquarters does not highlight the constraints posed by the business terrain in countries with emerging markets like Nigeria, such as the lack of basic infrastructure, which Hooke (2001) takes for granted, nor does it evidence the improvisation on these by its management to enhance the transfer of its service culture. However, as observed in this case, the firm understands these limitations in relation to the state of infrastructure in Nigeria (notably in power and logistics), which can inhibit the productivity of employees, and thus negatively impact customer experience. For instance, due to the on-going shortage of power supply in Nigeria, the firm has had to introduce inverters in case of failure from power generating plants in the property, to enable employees carry out their tasks effectively in line with the brand service standard of the firm. Related to this, due to the inconsistent and low quality of water supplied through public utilities, the firm has had to construct a borehole and a mini water treatment plant to ensure consistent supply of clean water to both customers and employees; this is also in line with the safety requirements of the firm's brand service standard. Consequently, due to the poor state of the transport system in Nigeria, the firm provides logistics to support employees in commuting to and from work, thus reducing stress related problems of commuting to work and enhancing motivation towards accomplishing tasks and responsibilities. This particular initiative was achieved through negotiations with intermediaries (religious leaders) in this firm. This further re-emphasizes that the role of the intermediary in supporting the firm enhances internal services quality i.e. facilitating the provision of an efficient work environment.

The finding above suggests that the mitigation of these shortages in infrastructure can enhance the transfer of a service culture, because it enhances the provision of an efficient work environment that facilitates productivity. This is because these market infrastructures, which vary widely between developed markets and emerging markets like Nigeria, enable service firms to provide a work environment that positively affects the attitude of

employees towards achieving their tasks and responsibilities (Canning and Fey, 1993). Specifically, the improvisation of infrastructure enables the firm to provide employees with a competitive package, and working conditions that ensures efficiency in the workplace, thus further motivating employees to render efficient and effective services to customers, and these are essential in enhancing the transfer of a service culture (Kale, 2007). Similarly, this finding supports, in part, the assertion of emerging marketing scholars such as London and Hart (2004), Khanna and Palepu (2005), and Sheth (2011), who point out that improvisation and innovation can be the key to the future of both service and product distribution and usage in most emerging markets like Nigeria. This is precisely because the improvisation of resources facilitates the efficient exchange of goods and services. In essence, this finding suggests that in emerging markets improvisation can enhance the transfer of service culture, as it facilitates the provision of a work environment that improves commitment, job satisfaction, collaboration, and productivity, which have all been documented to enhance the transfer of service culture (Zeithaml, *et al.*, 2009). Equally, this facilitates the provision of that service environment in which employees can apply essential and recommended work tools, thus motivating them to accomplish their specified tasks and responsibilities.

Overall, the finding in this section of the study provides a significant input into the services marketing literature. Precisely, the finding highlights that in environments with inadequate resources, which can affect the exchange of goods and services, improvisation of resources can enhance the transfer of a service culture. This is because it enables the firm to provide employees with an efficient work environment that facilitates maximum productivity, thus motivating employees to accomplish their specified tasks and responsibilities in the firm (Shook, 2010).

7.2.2 Summary

In summary, this case (case B) has implemented an activity that reflects how the improvisation of resources can provide an efficient work environment that drives maximum productivity. This also reflects a focal area that allows the firm to create its signature service culture i.e. the provision of a work environment that facilitates maximum productivity (**see section 4.5.4**). The improvisation of

resources also positively influences employees to accomplish their tasks and responsibilities as recommended in the brand service standard of the firm. Thus improvisation can be an essential element of internal service quality, which can also facilitate the transfer of a service culture in a firm that has intentions of doing business in a country with an emerging market like Nigeria.

7.3. Transfer of Knowledge and Skills

An exploration into the findings chapters and reports from the human resource departments of both firms reveals that both firms transfer knowledge and skills to their employees from their headquarters. Specifically, both firms have implemented the same activities to enable them to address two main issues. First is the issue of lack of exposure and knowledge of most Nigerians onto how modern organisations work, and secondly is the gross lack of skilled manpower in the hotel industry in Nigeria. Thus, both firms have initiated employee development programs in their headquarters to enhance the transfer of knowledge and skills from their headquarters to their subsidiaries. These programs are implemented to provide employees with the requisite knowledge and skills in relation to the expertise needed to accomplish certain procedures and processes as prescribed in the brand service standard of both firms. The findings in this section of this discussion chapter largely resonate with a focal area in the brand service standard of both firms i.e. development of employee skills and knowledge, which enables both firms to create their unique service culture (**see section 4.5.4**). A detailed discussion of how these activities enhance the transfer of this focal area is provided below. Furthermore, this section is divided into two sections, the first sub- section highlights and discusses the activities of both firms which reflect the transfer of knowledge and skills from their headquarters due to inadequate knowledge (by most Nigerians) of how modern organisations work and the lack of skilled manpower in Nigeria. The second sub- section provides a summary.

7.3.1 Identify High Potentials and Transfer Skills and Knowledge through these High Potentials

Both firms identify talents in the process of selecting candidates for roles advertised. The two firms mark people with high potentials, i.e. persons with

exceptional behaviour, attitude, and skills, and these talents are provided with the necessary opportunities in the headquarters of the firm to develop themselves. The finding chapters reveal that the behaviour of both firms, in line with this activity, can be attributed to the huge dearth of skilled manpower in Nigeria (Khanna and Palepu, 2005). Thus, this activity enables both firms to capture the right candidates at the selection stage, as well as permit a more strategic employee selection process. Equally, it allows for attention to be focused on future positions as well as transfer the requisite skills and knowledge to the employees who will potentially fill these positions. For instance, in both cases, future positions are identified, and people with high potentials are marked and given the all the necessary trainings. Precisely, these potentials are provided with an exposure in different departments of major properties located in developed markets. This is because these properties are bigger in size and have more departments, thus most of the key elements in the brand service standard play out. As such, an exposure in these properties provides these high potentials with a better understanding of how the firm functions as a whole. Similarly, these high potentials are provided with intense development programs in order to acquire the requisite skills and knowledge. Thus, this enables the high potentials take up leadership positions whenever these positions become available, and positively influence other employees to act in line with the goals of the firms.

This research highlights that both firms implement the three basic goals of succession planning proposed by (Orellan and Miller, 1997). This includes, identification of critical leadership positions within the firms, identification of employees for the future vacancies in the firms, the transfer of the requisite skills and knowledge to these high potentials (in both cases at the headquarters of the firm), and the transfer of skills and motivation of other employees (in the subsidiaries) to achieve the goals of the business. As observed, the implementation of these three basic goals enables both firms to sustain continuity in leadership, and transfer knowledge for the sustenance of key elements in their brand service standards. Equally, it enables these firms to deploy their knowledgeable and intellectual resources widely across the firm, wherever such talents are most useful. In addition, these intellectual resources deployed to the different areas of the firm enable the firms to align their

business needs, as these high potentials transfer the skills and knowledge acquired to enhance consistency in values and modes of behaviour, thus influencing other employees to act more collectively in attaining the goals of the service firm, which can be fundamental in enhancing the transfer of a service culture (Grugulis and Wilkinson, 2002).

These findings highlight that these three basic goals can facilitate the transfer of service culture in a context, like Nigeria, characterized by shortage of a skilled and knowledgeable labour force. This is because it enables both firms to sustain the transfer of knowledge through their high potentials for the sustenance of key tenets in the firm's brand service standard and the deployment of these resources (high potentials) across the firm to positively influence other employees towards meeting the goals of the firm. This finding supports the findings of strategic human resource management scholars from developed markets such as Kowalewski, *et al.*, (2011), who argue that the three basic goals of succession planning, proposed by (Orellan and Miller, 1997), can enhance in attaining organisational goals. While this section of the research generally supports the statement above, the finding, however, adds to the current understanding of the application of these goals in the transfer of a service culture from a cross- national context, specifically as this strategy enables both firms to sustain continuity in leadership, retain capable employees, and transfer knowledge and skills across the firm, thus enhancing the intellectual wealth of employees in both firms (subsidiaries), which are all important in enhancing the transfer of a service culture (Grönroos, 2007).

Overall, the finding in this section of the study adds to the current understanding of the application of the three goals of succession planning, proposed by Orellana and Miller (1997), in the services marketing literature, precisely from a cross national context. In particular, the finding suggests that in emerging markets, like Nigeria, with a shortage in skilled manpower, service firms apply the three goals of succession planning proposed by Orellan and Miller, (1997) to enhance the transfer of their service culture. This is because it facilitates the identification and, development of competent employees in the headquarters of the firm, as well as the deployment of these competent employees to the critical

areas of the firm. These competent employees also transfer their skills and knowledge to other employees, thus developing the intellectual wealth for the maintenance of the service tenets in the firms (subsidiaries).

7.3.2 Building a Multi-Talented Workforce through Cross- Trainings

Both firms implement interdepartmental exposure for their employees. This is to enable them build a multi- talented workforce. The interdepartmental exposure in both firms supports employees to acquire new knowledge and skills from other departments at the headquarters of the firm. As observed, this finding suggests that both firms implement workforce agility via cross-training (Hopp and Van Oyen, 2004). However, the finding reveals that this behaviour of the firm is also attributed to the lack of exposure and knowledge by Nigerians on how modern organisations work. This is further compounded by the general lack of skilled labour in the industry in Nigeria (Ekechukwu, 2015). Khanna and Palepu (2005) also argue that there is no shortage of workforce for entrants in a lot of emerging markets; however, the concern that runs deep is the quality of skills that may not meet the requirements of entrants in these markets. Equally, these skills may be tough to find in these markets. Thus, both firms provide opportunities to employees to travel to their headquarters, because this enables employees to have greater opportunities of acquiring knowledge as well as a comprehensive understanding of key elements in the brand service standards of both firms. Equally, examining the documents from the human resource departments of both firms reveals that the cross-training between the headquarters and their subsidiaries provides employees with broader knowledge and skills in relation to the professional expertise of other departments and the firm in general. For instance, as demonstrated in case A, ten slots are provided to employees on annual basis, while in case B twenty slots are provided to employees in different departments on an annual basis to travel to the headquarters of the firm, for a period of six weeks, to learn about the mode of operation in relation to the firm's brand service standard in different units of the firm. Thus, in a situation where such employee is expected to work with employees in the department where he/ she has earlier been for an interdepartmental exposure, such an employee will be more collaborative

because he/ she has acquired more knowledge and skills, and thus better understands how the department should work.

More specifically, this activity enables employees to cover tasks associated with different groups of skills (Plonka, 1997). The finding also demonstrates that the capacity to dynamically shift employees to where their capacities are needed most in the firm improves the experiences of customers, as tasks in the firms are collectively achieved. Furthermore, as observed this enables both firms improve performance due to greater task variety, which can be relevant in the transfer of service culture (Zeithaml, *et al.*, 2009). Equally, this has been seen to provide a host of benefits to both firms, which include, accelerating the learning curve of employees, greater employee commitment and greater employee ability to accomplish tasks and responsibilities in line with brand service standard of the firm, which can, all, be important in enhancing the transfer of a service culture (Grönroos, 2007; Shook, 2010). In addition, this enables both firms to achieve higher performance with a smaller workforce rather than having a specialised workforce, which is more difficult in a country with an emerging market, like Nigeria (Sheth, 2011). Thus, this finding further suggests that this strategy may not only impact on the transfer of service culture in firms with limited skilled workforce but may also impact the operational efficiency of the firm.

This finding also supports, in part, the findings of some human resource management and operational management scholars from developed markets such as, Plonka (1997) and Hopp and Van Oyen (2004), who argue that cross training not only enhances an employee's ability to multi task in the firm, but also enhances collaborative efficiency between employees in the firm. Even though the finding in this section of the study largely supports the assertions of these authors, this finding adds to the present understanding of the application of cross-training in a multi-national context, specifically between a subsidiary (where employees have a low exposure and inadequate knowledge of how modern organisations work) and its headquarters in a country with a developed market. As observed, in the finding both firms (subsidiaries) implement cross-trainings in their headquarters to provide employees with enhanced

understanding and knowledge of the firm's brand service standards, which facilitates teamwork, and greater employee commitment towards accomplishing their required tasks and responsibilities, which are all considered essential in enhancing the transfer of a service culture (Zeithaml, *et al*, 2009).

Overall, the findings in this section of the study add to the current understanding of cross trainings in the services marketing literature. In particular, the finding suggests that both firms implement cross-trainings with their headquarters, which are located in a country with a developed market because it offers employees with a greater scope for developing their knowledge of how different units in the firm function as well as the firm as a whole. This further improves the experiences of customers because it enhances collaboration and teamwork, and encourages a greater commitment towards accomplishing stipulated tasks and responsibilities across the firm, which can also be fundamental in enhancing the transfer of a service culture (Grugulis and Wilkinson, 2002; Grönroos, 2007).

7.3.3 Use of Expertise Services

Both firms engage specialists to provide knowledge and skills to employees. These consultants enable employees to accomplish their tasks and responsibilities in line with the brand service standard of both firms. Specifically, in departments that require the use of technical skills both firms engage the services of accredited specialists. This finding evidently suggests that both firms engage the services of professionals to provide expertise advice to their employees (Bustinza, *et al.*, 2010). The finding further reveals that the behaviour of both firms is necessitated by the availability of labour which also affects outsourcing in most emerging markets like Nigeria (Sheth, 2011), even though the availability of this resource in the Nigerian context does not translate into skilled labour (as evidenced in the findings chapters, is the huge dearth of skilled labour in Nigeria).

However, the availability of labour in Nigeria has influenced the composition of some departments within both firms as well as the entry strategy of these firms. For instance, in other properties in developed markets the engineering departments have a staff strength of not more than ten employees but both

properties in Nigeria have a staff strength of over one hundred and fifty employees. Therefore, to enhance the execution of tasks and responsibilities as recommended in their brand service standards across all their properties, both firms use accredited specialists to provide expertise knowledge and the kind of practical skills needed to accomplish these tasks and responsibilities. Even though, some scholars such as, Gibson (1998) have argued that the application of consultancy in an international context is mainly fraught with difficulties, primarily because consultants are often not well versed in the cultures in which they are operating.

This notwithstanding, as observed in the finding, the experts in both cases only offer expertise advice around technical areas; this is primarily because of their lack of knowledge of the complexities of the Nigerian culture (Ahiazu, 1999; Emeriole, *et al.*, 2013). Thus, this finding suggests that these consultants provide explicit knowledge to enhance the sustenance of requisite knowledge and skills, which can be vital in facilitating the transfer of a service culture (Kale, 2007). Knowledge is produced from the interaction between the firm's employees and these consultants, and this knowledge offers employees the strategic ability to accomplish tasks and assignments in line with the firm's brand service standard, which are mainly outsourced in other properties situated in developed markets. These consultants support the technical demands of tasks and assignments and strengthen the internal utilization of human assets of the firms. Thus enhancing learning by doing on the job. Equally, this has improved the human capital in the subsidiaries, as well as enhanced the capacity to reproduce, create and expand on the knowledge acquired, which are all relevant in enhancing the transfer of a service culture (Grönroos, 2007).

This section of the research highlights that, in environments such as Nigeria with the availability of unskilled labour, service firms can make use of experts to enhance the transfer of a service culture, even without a vast knowledge of the local culture. This is because it provides employees with the strategic ability to accomplish tasks and assignments according to the firm's brand service standard. This finding also supports, in part, the findings of other emerging market scholars such as, Khanna and Palepu, (2005) and Sheth (2011), who

argue that outsourcing is minimal in most emerging markets, due to availability of labour. However, service firms in emerging markets like Nigeria will outsource activities that are highly skilled and performed on a routine basis (London and Hart, 2004), mainly because of the absence of skilled labour in these markets. Equally, these scholars further point out that, unlike their counterparts in developed markets, firms in emerging markets will often seek third parties to acquire competences and skills they lack in their operational processes. Even though this finding largely supports the statements of these authors, it adds to the current understanding of cross-national outsourcing in the services marketing literature, precisely from a country with a developed market to a country with an emerging market, like Nigeria. As observed, the finding reveals that, both firms receive technical advice from third parties (consultants), thus, enabling employees to accomplish their tasks and responsibilities as recommended in their brand service standards. Specifically, these consultants only provide technical expertise and knowledge to the employees so as to strengthen their capabilities of accomplishing tasks in the firm in line with the brand service standard, which can be important in enhancing the transfer of a service culture (Shook, 2010). Thus, this further suggests that third party firms can provide technical expertise (explicit knowledge) to employees that possess limited technical knowledge in emerging markets, like Nigeria, in order, to enhance the sustenance of requisite knowledge and skills, without necessarily having a vast knowledge of the local culture.

Overall, the finding in this section of the study adds to the current understanding of cross-national outsourcing in the services marketing literature. Specifically, this finding suggests that service firms in emerging markets, like Nigeria, with inadequate skilled employees, outsource to accredited consultants from developed markets because it enables their employees to acquire capabilities that allow them to accomplish tasks in line with the recommended standards in the firm. Consequently, the development of technical skills of employees through these consultants further enhances reproduction, re-creation and expansion of knowledge, which are all fundamental in enhancing the transfer of a service culture (Kale, 2007).

...7.3.4 Summary

In summary, this section reveals that both firms have implemented activities which reflect the transfer of knowledge and skills (from headquarters to their subsidiary in Nigeria) in order to enhance the development of employee skills and knowledge in their subsidiaries. This further reflects a focal area that allows both firms to create their signature service culture i.e. development of employee skills and knowledge **(see section 4.5.4)**. In addition, these activities enhance motivation towards the accomplishment of their tasks and responsibilities as specified in the brand service standard of both firms. Thus, the transfer of knowledge and skills can also be seen as an element of internal service quality, which can enable firms that have intentions of doing business in a country with an emerging market, like Nigeria, to transfer their service culture.

7.4 Accommodating Corruption

The finding chapters show that both firms engage in the same activity in order to enhance the provision of an efficient work environment in their properties i.e. payment of bribes to regulatory authorities in Nigeria. Precisely, both firms have built an informal relationship with members of these regulatory agencies here in Nigeria to enhance the payment of bribes to members of these agencies in order to provide the work environment as prescribed by the laws in Nigeria. Even though, this finding matches a focal area in their brand service standard, i.e. the provision of an efficient work environment that facilitates maximum productivity. This finding is a sharp contrast to one of the focal areas in their brand service standard, i.e. complying with specific standards relating to legal obligations, ethics, and business conduct **(see section 4.5.4)**. This is also inconsistent with the statements made on the websites of the headquarters of both firms, which emphasise that the businesses and all their associates obey and comply with standards relating to legal obligations and ethics in many different customs and cultures around the world. However, detailed discussions of how this activity (accommodating corruption) enables both firms to transfer a focal area of their signature service culture i.e. the provision of an efficient work environment, that enhances maximum productivity **(as seen in section 4.5.4)** are provided below. Furthermore, this section is divided into two sections, the first section highlights and discusses the activity of the firm that reflects the

payment of bribes in order to provide the recommended work environment to employees and the second sub- section provides a summary.

7.4.1 Engaging in Sharp Practices

Both firms have auditors from the federal agencies in Nigeria to ensure adherence to required service standards. For instance, in both cases auditors from agencies, such as the federal fire service and the, federal ministry of labour and industry, visit the property not only to check the books of the firm but also the physical attributes of the property. Specifically, these auditors certify the firms on areas such as safety of the workplace, staff wellbeing, waste disposal, machinery, and quality of food served to both customers and employees. However, these auditors request or solicit for kickbacks or illegal contribution and bribes, even in situations when these requirements are met. In most cases the firms will have to oblige, this is because a refusal to oblige to such demands can lead to the failure to accredit critical service areas. As observed, this may further lead to the subsequent suspension of such service as well as increase employee turnover. Equally, the finding reveals that this further affects the organisation of services as stipulated in the firm's brand service standards. Thus both firms have implemented a strategy, such as the creation of informal relationships with market regulators to enhance the payment of bribes, in order to ensure the sustenance of an efficient and reliable work environment. As observed, these firms have engaged in acts that can be considered unethical to promote consistency and sustain an efficient work environment, which motivates employees to accomplish their specified tasks and responsibilities in line with their brand service standard. Similarly, the finding suggests that this behaviour of both firms enables them to retain their talented employees in the critical areas of the firm, as well as inspire and motivate these talented employees to achieve their specified tasks and responsibilities in line with the brand service standards of both firms, which can be fundamental in enhancing the transfer of a service culture (Zeithaml, *et al.*, 2009). This finding reflects a focal area in the brand service standard of both firms that enables them to create their unique service culture i.e. the provision of an efficient work environment that drives maximum productivity (**see section 4.5.4**). While this finding reflects a focal area that enables both firms to create

their signature service culture, a further investigation reveals that this activity is inconsistent with a focal area which also allows both firms create their unique service culture i.e. adhering to the required standards that relate to legal obligations, ethics and business conduct (**see section 4.5.4**). Apparently, this finding further reveals both firms do not implement this focal area in their subsidiaries in Nigeria.

Emerging markets scholars, such as Khanna and Palepu (2005), and Uma and Eboh (2013), argue that emerging markets present academics with a puzzle. Specifically, these authors question how competing firms in an environment of weak institutions like Nigeria persist over time? This is because, the situation has been made difficult, due to the absence or weakened intermediaries that can analyse market information, which facilitates transactions and provide signals for credibility (Ghemawat, 2001; Khanna and Palepu, 2005). However, the finding in this section of the research sheds some light on the effect of a weak regulatory framework on service firms in emerging markets like Nigeria. As observed in the finding, these firms implement an approach that may be considered unethical, however it enables them to provide employees with an efficient work environment that drives employee motivation towards accomplishing their specified tasks and responsibilities in line with their brand service standard. Furthermore, this enables both firms to retain their talented employees in the critical areas of the firm, which can be fundamental in facilitating the transfer of a service culture (Ben, *et al.*, 2012).

Overall, the findings in this section of the study add to the current understanding of the impact of weak regulatory frameworks on service firms in the services marketing literature. Specifically, as suggested, in emerging markets, like Nigeria, with weak market regulators, service firms may have to engage in unethical behaviours, such as paying out bribes and making illegal contributions, to enable them to transfer a focal area that allows both firms to create their signature service culture i.e. the provision of a work environment that enhances maximum productivity. As revealed, the payment of bribes and making illegal contributions facilitates a quicker action and decision in relation to the accreditation and certification of critical services in the firms, thus enhancing

the efficiency and the reliability of the work environment. Equally, the efficiency and reliability of the work environment also enhances motivation, commitment as well as retention of talented employees in the firm, who can be important in enhancing the transfer of a service culture (Sem Pane, *et al.*, 2002).

7.4.2 Summary

In summary, both cases have implemented an activity that reflects the engagement in sharp practices. This activity, however, enables both firms to transfer a focal aspect of their signature service culture i.e. the provision of an efficient work environment that facilitates maximum productivity. Similarly, this activity positively motivates employees to accomplish their tasks and responsibilities as recommended in the brand service standard of the firm. This apparently reveals that the engagement in sharp practices can be an essential element of internal service quality, which can also facilitate the transfer of a service culture in a firm that has intentions of doing business in a country with an emerging market like Nigeria.

7.5 Provision of Social Support

The findings chapter reveals that Case A implements a strategy that enables it to provide social support to its employees. Specifically, the firm implements a strategy that ensures it monitors the performance of employees. Thus in a situation where the performance does not match the requirements of the firm, this strategy enables the firm to provide an avenue to address the personal needs of employees, and thus, generate the required behaviour and performance from the employee in line with the organisational goals. A detailed discussion of this activity and how this activity enhances the maintenance of a strong link between the culture of the headquarters and its subsidiary in Nigeria is provided below. Furthermore, this section is divided into two sections, the first section highlights and provides a discussion of the activity in the firm that reflects the provision of social support to employees and the second sub- section provides a summary

7.5.1 Providing Support to Employees

The findings in case A show that the firm implements a mid- year assessment for employees in order to ensure the objectives of the firm and that of the employee are reassessed and are clearly linked (Burke, 1996). As observed, this action of the firm is necessitated by certain complex social factors in Nigeria. For instance, Nigeria evidences high communalism or collectivist cultural dimension (Hofstede, 1980), associated with individual responsibility for extended family relationships, which translates into employee obligation for a high number of dependants. These imperatives lower employee productivity and engender a poor attitude of the employees to work. In essence cultural requirements in the wider society, obligate employees and compel employees to deviate from work objectives and goals of the firm. An investigation into the brand service standard and website of the headquarters of the firm, reveals that even though the firm recognises the strategic role of its employees in achieving its organisational goals, and thus provides employees with several developmental programs, the brand service standard and the website of the firm do not reveal the provision of social support to its employees at the headquarters (**see section 4.5.4**). This suggests that the firm understands that in a high collectivist culture such as Nigeria's, complex social factors affect performance of employees i.e. communal living can negatively affect the productivity and performance of employees in accomplishing their tasks and responsibilities. Thus, in order to enhance the productivity and performance of employees towards achieving their tasks and responsibilities, as specified in its brand service standard, the firm implements a mid- year review. As observed, the mid-year review ensures the values of the employee are aligned with the values of the organisation in order to create a strong culture. Similarly, the mid-term review provides a platform to address personal concerns of employees and provide social support i.e. through the workers' union to employees. This therefore, enhances a stronger link between the required behaviour, productivity, and performance of the employees and the firm's objectives, specifically as stipulated in its brand service standard. For instance, in a situation where the values of the employee are not aligned with those of the firm, the firm and the workers' union come in to offer support to the employee; however this depends on the needs of the employee. As observed, support can

be in the form of a salary advance, loans, food items, and other services such as stress related counselling from the union and legal services if required. These findings also reveal that the role of the intermediary in supporting the firm enhances internal service quality. Precisely, as this ensures that the personal needs of the employees are addressed, thus improving the performance and productivity of the employees in achieving their required tasks and responsibilities, and this can be essential in enhancing the transfer of a service culture, (Kale, 2007).

However, this finding suggests an inconsistency with the findings of human resource scholars who have carried out previous studies in Nigeria and other similar contexts (Kamuche, 2013; Ovadje and Ankoma, 2013). These authors note that in a country (inclusive of Nigeria) which espouses a high collectivist cultural dimension (Hofstede, 1980), family responsibilities and pressures spur employees to perform well and even positively influence their commitment to the organisation. This is because these employees consider their jobs as a means to meeting family obligations. Thus, employees are less deviated from performing their tasks and responsibilities and will need minimum attention for re- direction (Kamuche, 2013). However, this finding adds that in Nigeria, which espouses a high communal or collectivist cultural dimension (Hofstede, 1990), it is essential for service firms to implement strategies that further reinforce the accomplishment of set goals and objectives of the firm i.e. strategies that enable the firm to identify personal concerns of employees which affect their performance, thus allowing for initiatives such as the provision of social support in order to improve the employees' efficiency and productivity in achieving their required tasks, which can be fundamental in enhancing the transfer of a service culture (Ueno, 2012).

Overall, the finding in this section of the study adds to the current understanding of social support in enhancing the transfer of a service culture in the services marketing literature. Specifically in Nigeria with unique and complex social factors such as communal family system, large family size, and high number of dependants and responsibilities from extended families, which negatively influence employees to deviate from work objectives and goals. The

implementation of strategies that reinforces the provision of social support to employees enables the firm to establish a strong tie between the required behaviour and performance of the employee and the firm's objectives, which can be fundamental in enhancing the transfer of a service culture (Kale, 2007).

7.5.2 Summary

In summary, this case (case A) has implemented an activity that reflects the provision of social support to its employees. Even though, this does not enable the firm to transfer a focal area in the signature service culture of the firm, the firm implements this activity because of a peculiarity in this environment. Specifically, this ensures a strong link between the required behaviour, productivity, performance of the employees, and the culture of the firm. This obviously reveals that the provision of social support can be an essential element of internal service quality, and can, therefore, facilitate the transfer of a service culture in a firm that has intentions of doing business in a country like Nigeria.

7.6 The Use of Intermediaries

The finding chapter reveals that both firms use intermediaries in order to meet the expectations of their employees. Specifically, in case A, the firm has allowed the formation of an employee union, thus the employee union serves as the intermediary between the management and the employees. Similarly, in case B informal institutions and their leaderships (in this case religious institutions) serve as intermediaries between management and the employees. The use of intermediaries in both firms enables them to address the concerns of their employees, thus enhancing internal service quality. In addition, this enables both firms to attain their goals. A detailed discussion of how these intermediaries enhance internal service quality as well as the attainment of the goals of both firms is provided below.

The Use of Workers' Union and Religious Leaders to Enhance Internal Service Quality

The finding in both cases reveals the active involvement of intermediaries who often liaise between employees and management. These intermediaries are

engaged to enhance problem solving and are, at the same time, responsible for communicating issues that are considered top priorities of employees to management with the intention of improving and sustaining positive work conditions in both firms, and this is a focal area that enables both firms to create their signature service culture (**see section 4.5.4**). As observed, this creates a medium that enhances a collaborative problem solving and decision making process, which can be fundamental in the transfer of a service culture (Wilder, *et al.*, 2014). This also improves internal service quality. However, the findings in both chapters reveal that both firms have different approaches for engaging employees through intermediaries, and different reason for doing so. In particular, in case A, the employee union, which is more Western inclined approach, serves as the intermediary between the management and the other employees, and this can be mainly attributed to two reasons. Firstly, it was found out that there is a lack of enforcement of workplace standards (Khanna and Palepu, 2005). Secondly, this is because of the high collectivists cultural dimension (Hofstede, 1980), which is a highly regarded Nigerian cultural practice, and means that issues relating to negotiating workplace conditions of employees are viewed from the perception and consideration of a group. This further reveals that the firm understands the dynamics of Nigeria's culture. Similarly, in case B informal institutions and their leaderships i.e. religious institutions (Sheth, 2011), serve as intermediaries between management and employees. This can also be attributed to two reasons. First is the perceived credibility of such institutions in Nigeria (Emeriole, *et al.*, 2013), and the second reason is that this act demonstrates a commitment to the enhancement of employee working conditions. Thus this reveals that the firm understands the relevance of religion and its institutions to Nigerians.

The finding further highlights that these intermediaries also provide feedback to the leadership of the firm so that such concerns can be addressed to enhance employee commitment in the firms, and as such, enhance the attainment of the goals of both firms. These findings, however, varies with the statements in the brand service standard and the website of both firms which emphasize the direct engagement of employees as a focal area that enables both firms to create a signature service culture (**see section 4.5.4**). Specifically, this finding reveals an iterative process with intermediaries who liaise between

management and employees to address work matters that affect employees, thus motivating employees to accomplish their required tasks and responsibilities, which can be fundamental in facilitating the transfer of a service culture (Christian, *et al.*, 2011). This finding is also inconsistent with the findings of labour relations scholars in developed markets. For instance, Schulten and Bispinck (2014) and Addison, *et al.*, (2016) reveal that countries with developed markets, such as Germany have strong and competitive frameworks that set the minimum level for providing working conditions. These frameworks not only set the limits of pay but also the norms around tasks and responsibilities, which positively impacts on employee behaviour and their attitude towards their tasks and responsibilities. These norms include, skills development, additional responsibilities, rights of employees, protecting employees from discrimination, difficult working conditions, and extra remuneration. This study agrees that the conditions around tasks and responsibilities are mainly implemented through competitive frameworks in most developed markets, influence employees' behaviour and attitude, and can be essential in the transfer of a service culture (Dorina, *et al.*, 2016). However, the finding in this section of the research suggests that the structuring of conditions of service are mainly facilitated through intermediaries, which in case A ensures the firm provides employees with a supportive work condition as well as re-position them for better performance and efficiency in their roles. This further encourages employees to go beyond their stipulated job schedules, which can be vital in facilitating the transfer of a service culture (Bakker and Demerouti, 2014). Similarly, in case B this enables the firm to address issues such as social support, welfare, tasks, responsibilities, employee development, and disciplinary issues, thus motivating employees to accomplish their tasks and responsibilities in line with the goals of the firm, which can also be relevant in enhancing the transfer of a service culture (Gebauer, *et al.*, 2010).

Overall, the findings in this section provide a relevant input into the services marketing literature. Specifically, the finding demonstrates the relevance of intermediaries, and that service firms in Nigeria, engage employees through intermediaries to enable them to develop working conditions which positively affect employees. This is a reflection of a focal area that enables both firms to create their signature service culture. However, the behaviour of both firms in

this research is influenced by different reasons (i.e. the lack of enforcement of workplace standards and the high collectivists cultural dimension in Nigeria in case A, as against the perceived credibility of religious institutions in Nigeria in Case B). Interestingly, while both firms have reacted or approached these unique imperatives differently, the desired outcome was still the same - providing *work conditions that motivate employees towards accomplishing their tasks and responsibilities*. Therefore, this presents an opportunity for further research - using intermediaries, like those mentioned in this research i.e. workers' union (a more western type inclined approach)/ religious institutions and their leadership, as well as others yet to be identified, in order to understand which intermediary is most effective in engaging employees in Nigeria, and which intermediary best enables the firm meet most of the contextual work requirements of its employees. As such, provide employees with working conditions that will mostly impact on them positively towards accomplishing their stipulated tasks and responsibilities, which is vital in enhancing the transfer of a service culture (Christain, *et al.*, 2011).

7.7 Conclusion

In conclusion, this chapter explored the behaviours, activities, and sub-activities of two subsidiary firms that enable them to transfer their service culture into a country with an emerging market, like Nigeria. Interestingly, the analysis chapters identified more similarities in relation to these contextual challenges faced by these firms, which impede the transfer of their service culture. This includes religious allegiance and ethnic affinity, inadequate infrastructure, low skilled labour, accommodating corruption, and unique social factors. However, the finding reveals that some of these challenges may be country specific (this is because not all countries exhibit some of the national characteristics in Nigeria), while some may be unique to countries with emerging markets. Specifically, the findings that reveals when faced with a country specific challenge for instance, religious allegiance and ethnic affinity, both firms implemented mostly similar activities, these activities reflect a new element of internal service quality, inclusiveness. Equally, the finding reveals that only one firm was faced with this country specific challenge, of, unique social factors, and thus only one firm implemented an activity in relation to this

challenge. This activity reflects another new element of internal service quality, which is, provision of social support. In addition both firms were faced with challenges unique to countries with emerging markets and these challenges include lack of knowledgeable and skilled labour, corruption and inadequate infrastructure. The finding further reveals both firm have behaved and implemented similar activities in relation to these challenges, (corruption, and lack of knowledgeable and skilled labour). These are reflected in the following elements of internal service quality, which include, transfer of knowledge and skills, and engaging in unethical behaviour. In addition, the finding reveals that only one firm was faced with this unique emerging market characteristic of, inadequate infrastructure, and thus only one firm implemented an activity in relation to this challenge. This is also reflected in a new element of internal service quality, improvisation. Over all, the new elements of internal service quality identified by this study are as follows; inclusiveness, transfer knowledge and skills, and accommodating corruption. These enable both firms to transfer focal areas that support them to create their signature service culture. These new elements further add to the existing elements of internal service quality in the service profit chain model (Heskett, *et al.*, 1994, 1997).

Similarly, insights garnered from the findings reveal the important role of intermediaries. These intermediaries provide the management of both firms with a clear understanding of contextual requirements i.e. the need for a high degree of social hierarchy in the social workplace and the ability to re- strategise these activities in order to meet the contextual expectations of their employees. This therefore, heightens the ability of employees to accomplish their tasks and responsibilities in line with the requirements for achieving their organisational goals. This further enables both firms to transfer the focal areas of their service culture, which allows them to create their signature service culture. As noted in the preceding paragraph, the findings here mainly support the central argument of internal service quality in the service profit chain model (Heskett, *et al.*, 1994, 1997). According to this notion, if service firms provide good treatment to their employees, the employees will in return deliver a higher level of services to external customers, thus facilitating the establishment of a service culture (Zeithaml, *et al.*, 2009). Even though, as noted above, the findings largely support the main tenet of the elements of internal service quality. However, from

a cross-national context, not all actions or activities embedded in the elements of internal service quality of service firms reflect the provision of good services to employees. Instead they reflect the conversion of a unique contextual challenge into an opportunistic behaviour. For example, because of the strong religious allegiance displayed by Nigerians, one of the firms ensures that in its employee selection process new employees swear an oath of allegiance based on their religious beliefs in order to elicit organisational commitment even against the wish of employees. Thus enabling the firm to link employee performance and commitment to the long term success of the firm, as well as enhancing the transfer of its service culture.

Lastly, the finding reveals that not all focal areas that allow both firms to create their signature service culture can be transferred into a country with an emerging market like Nigeria. Specifically, the focal area of the signature service of case A, which relates to high equity in the social workplace, could not be transferred into Nigeria. This is precisely because of the high power distance culture dimension (Hofstede, 1980), which is inherent in the Nigerian culture. Thus, this focal area was modified to reflect high social hierarchy. Equally a focal area that relates to employee empowerment was not fully implemented; the finding reveals that this is due to the inadequate skilled manpower in the industry. In addition, both firms could not implement a focal area of their signature service culture, i.e. complying to both ethical and legal standards. The finding shows that this is due to the weakness in enforcements that mainly characterise countries with emerging markets (Khanna and Palepu, 2005).

Chapter 8: Conclusion

8.0 Introduction

This final chapter will bring together the strands which have been developed throughout the thesis. The main aim of this research was to extend knowledge of how service firms with their headquarters in a country with a developed market implement the elements of internal service quality to enhance the transfer of their service culture to their subsidiaries in an emerging market like Nigeria. This empirical study has provided interesting results for discussion, while also extending prior research in the areas of services marketing and emerging markets. In addition, implications can also be drawn from the study for use by managers of service firms in Nigeria as well as policy makers. However this study is not without its limitations and several opportunities for future research. This chapter addresses each of these topics in detail.

The next section restates the research problem while the section after this explains the findings in relation to the key conclusions, prior research, and the contributions made by this research. The next section discusses managerial implications. The section after this discusses the limitations of this empirical research and the final section of the chapter provides directions for future research.

8.1 Restating the Background of the Study

Several services marketing scholars, such as Grönroos (2007) and Zeithaml, *et al.*, (2009), agree that service culture will guide employees to perform and behave in a certain way as well as react to different situations in a consistent manner. However, organisational and leadership scholars, Cameron and Quinn, (2011), and Kalkschmidt (2013), have noted that there is a significant relationship between the values, norms, behaviour and attitude of employees and their environment. Consequently, the values, norms, and practices in a society also affect founders, leaders, and management of a firm (Bellin and Pharm, 2007). Therefore, management practices may likely be a reflection of

behavioural patterns favoured in that environment. These management practices are also transmitted throughout the organisation via policies and procedures, knowledge and skills, as well as delivery systems and strategy (Kalkschmidt, 2013). However, as new markets arise in emerging markets and geographic expansion becomes a fundamental aspect of business growth (Kalkschmidt, 2013), it is of heightened interest to understand how service firms with headquarters in developed markets transfer their service culture to their subsidiary in an emerging market like Nigeria. More so service firms are also increasingly concerned about the effects that international expansion may have on their service culture. This is because it forms their identity and is in part responsible for their success (Bellin and Pharm, 2007).

Thus, this dissertation has provided an empirical insight into how service firms with their headquarters in a country with a developed market transfer their service culture to their subsidiary in a country with an emerging market like Nigeria. Specifically, this research has offered a framework, which demonstrates a possible process, initiated through internal service quality that enables service firms to transfer focal areas of their unique service culture in a cross-national context. Similarly, as earlier reinforced in the literature review chapter, elements of internal service quality, ultimately, enhance employee behaviours, and attitudes, which improves performance, commitment, and enthusiasm towards achieving the goals of an organisation (Grönroos, 2007). Therefore, an understanding of how these service firms have implemented their elements of internal service quality could provide useful information for decision making for management of firms who are already doing business or who intend to do business in Nigeria.

8.2 Relating the Findings to the Research Questions

In trying to understand how the findings of this research address the main research question and sub research questions earlier raised in **Section 3.6**, this section of the research will revisit the main research question and sub- research questions. The main research question will be presented and is as follows: How do foreign owned hotels with headquarters in a country with a developed market implement elements of internal service quality in the service profit model to

facilitate the transfer of their service culture to their subsidiary in an emerging market like Nigeria? Similarly, the sub-research questions raised to enable the researcher to adequately address the main research question are as follows: (a) How do foreign owned hotels in Nigeria implement their workplace design in a way that facilitates the transfer of their service culture? (b) How do foreign owned hotels structure their job design in a way that facilitates the transfer of their service culture? (c) How do foreign owned hotels in Nigeria implement the process of employee selection and development in a way that facilitates the transfer of their service culture? (d) How do foreign owned hotels in Nigeria implement their employee rewards and recognition systems in a way that facilitates the transfer of their service culture? (e) How do foreign owned hotels in Nigeria develop skills and tools in a way that facilitates the transfer of their service culture?

The sub- research questions of this research will be addressed in turn by referring to the findings.

(a) How do foreign owned hotels in Nigeria implement their workplace design in a way that facilitates the transfer of their service culture?

In order to implement a workplace design that enables both subsidiary firms to transfer focal areas of their signature service culture, the firms have implemented the following strategies: (a) The inclusion of religious beliefs of employees i.e. the provision of places of worship to employees, which facilitates the sharing of positive work experiences, and further promotes the spirit of teamwork between employees. This is in addition, to the inclusion of national culture practices of employees' i.e. allowing societal hierarchy in the social aspect of the workplace to facilitate the creation of a harmonious work environment between employees and supervisors, as well as between employees and customers **(see section 7.1 for the detailed discussion)**. (b) The improvisation of resources to enhance the provision of a work environment that positively influences employees to accomplish their tasks and responsibilities as well as facilitate maximum productivity **(see section 7.2 for the detailed discussion)**. (c) Accommodating corruption to facilitate the provision of an efficient work environment that positively influence the productivity and performance of employees towards accomplishing their

stipulated tasks and responsibilities **(see section 7.4 for the detailed discussion)**. (d) The transfer of knowledge and skills to employees through consultants in order to enhance the provision of expertise knowledge and practical skills needed to enable employees accomplish their stipulated tasks and responsibilities **(see sub- section 7.3.3 for the detailed discussion)**.

(b) How do foreign owned hotels structure their job design in a way that facilitates the transfer of their service culture?

To enact job structures, tasks and responsibilities, that allow both firms to transfer focal areas of their signature service culture, the firms have implemented the following strategies: (a) The inclusion of religious beliefs of employees i.e. structuring of tasks that encourages employees to observe their religious obligations at work thus facilitate the provision of jobs that offers value to employees. This is in addition, to the inclusion of national culture practices of employees i.e. encouraging and empowering front line employees based on their knowledge/understanding of the national cultural values of Nigeria, which enhances the provision of exceptional services to external customers **(see section 7.1 for the detailed discussion)**. (b) Provision of social support to employees to ensure a strong link between the required behaviour, productivity, performance, and the culture of the firms **(see section 7.5 for the detailed discussion)**.

(c) How do foreign owned hotels in Nigeria implement the process of employee selection and development in a way that facilitates the transfer of their service culture?

To implement an employee selection process that enables both firms to transfer focal areas of their signature service culture, both firms have implemented the following strategies: (a) The inclusion of religious beliefs of employees i.e. swearing of oath to guarantee organisational commitment, quality of work, and performance. This is also in addition to the recognition of national culture practices of employees i.e. because Nigerians display ethnic affinity towards their kinsmen both firms implement selective inclusion to enhance value creation and exceptional customer experiences. Specifically, this strategy ensures employees from the major cultural groups in Nigeria are given preference **(see section 7.1 for the detailed discussion)**. (b) Identifying high

potentials and transferring skills and knowledge through these high potentials, therefore facilitating the development of intellectual wealth as well as the maintenance the service tenets of the parent firm **(see sub section 7.3.1 for the detailed discussion)**.

(d) How do foreign owned hotels in Nigeria implement their employee rewards and recognition systems in a way that facilitates the transfer of their service culture?

To implement an employee reward and recognition system that allows them to transfer a focal area of their signature service culture, i.e. a reward and recognition system that enhances a sense of mutual obligation between the firm and the employees, both firms have implemented the following strategy: (a) An intangible reward and recognition system that recognises and promotes the core values of employees (the religious beliefs of employees) **(see section 7.1 for the detailed discussion)**.

(e) How do foreign owned hotels in Nigeria develop skills and tools to serve customers in a way that facilitates the transfer of their service culture?

In order to develop customer service skills and tools that enables both subsidiary firms to transfer their signature service culture, the firms have implemented the following strategy (a) Transfer of skills and knowledge through cross-training between the headquarters and the subsidiaries aimed at providing employees with a broader knowledge and skills in relation to the professional expertise of other departments and the firm in general **(see sub section 7.3.2 for the detailed discussion)**.

8.2.1 Addressing the Overall Research Question

Looking at the overall research question a summary of the answer can be provided as follows:

(a) This research has identified the inclusion of religious beliefs and national culture practices of employees as a fundamental element of internal service quality. Precisely, this research reveals that this element enables both firms to

transfer several focal areas of their signature service culture. The research further reveals that the inclusion of religious beliefs and national culture practices of employees enables both firms to raise the motivation, commitment, and enthusiasm of employees towards accomplishing their required tasks and responsibilities (Emeriole, *et al.*, 2013). This finding certainly suggests that religion and cultural practices positively influences employees. This finding is also consistent with the finding of Abosag and Maya (2014), who suggests that religion undoubtedly, influences the behaviours of customers (in this case internal customers). However, despite the relevance of inclusiveness (the inclusion of religious beliefs of employees), which was identified in this study as a fundamental element of internal service quality, it has not been explored by the services marketing literature. This highlights the need for further research in view of its relevance in facilitating the transfer of service culture into a country like Nigeria.

(b) This research has also examined the transfer of knowledge and skills as an element of internal service quality. Specifically, this research reveals that the transfer of knowledge and skills from the headquarters of both firms provides employees with the requisite skills and knowledge to accomplish their tasks and responsibilities in line with the brand service standard of the firm. This element of internal service quality can also be closely tied to a focal area that allows both firms to create their unique service culture i.e. development of employee skills. The finding further reveals this enhances motivation and commitment towards the accomplishment of specified tasks and responsibilities. This finding largely supports the assertion of services marketing and human resource scholars, who note that the development of employee skills and knowledge can enhance the transfer of a service culture (Kale, 2007; Ueno, 2012). However, this research reveals the details of such activities that can enhance the transfer of service culture into a country with an emerging market like Nigeria.

(c) This study further identifies improvisation of resources as an element of internal service quality. The finding specifically reveals that the firm improvises in order to enhance the transfer of a focal area that allows it to create its signature service culture i.e. the provision of an efficient working environment that enhances maximum productivity. This also positively influences employees

to accomplish their tasks and responsibilities as recommended in the brand service standard of the firm. This finding is largely consistent with statements of marketing and emerging market scholars such as Khanna and Palepu (2005), and Sheth (2011), who note that, in emerging markets firms, will have to improvise to enable them to exchange their goods and services. This finding further adds that improvisation can enhance the transfer of service culture into a country with an emerging market like Nigeria.

(d) In addition, the current research reveals accommodating corruption to be an element of internal service quality. Precisely, the finding also shows that this element of internal service quality enables both firms to transfer a focal area of their signature service culture i.e. providing an efficient work environment that facilitates maximum productivity. The provision of an efficient work environment that facilitates maximum productivity further motivates employees towards accomplishing their specified tasks and responsibilities. This finding is also generally consistent with the statement of emerging market scholars such as Khanna and Palepu (2005), who note that payment of bribes can enhance the survival of a business. However, this finding adds that the accommodation of corruption can enhance the transfer of a service culture into a country with an emerging market like Nigeria.

(e) The final element of internal service quality identified in this research is provision of social support. This element of internal service quality does not enable the firm to transfer a focal area of its signature service culture, but it ensures a strong link between an employee's behaviour, productivity, and performance, and the culture of the firm. This finding is also consistent with marketing scholars in Nigeria, such as Emeriole, *et al.*, (2013), who note that the provision of social support to employees in Nigeria can elicit organisational commitment and, ultimately, improve work performance. However the finding here adds that the provision of social support can enhance the transfer of service culture into a country like Nigeria.

8.3 Contributions

This research presents academic and theoretical contributions. There are also a number of practical and policy implications.

8.3.1 Contribution to Theory

This study contributes to the theoretical domain of services marketing in several ways. The field of services marketing to date has relied on the resource based view theory (Barney, 2001; Barney, *et al.*, 2001; Yang, 2008) to illuminate major issues regarding service culture in a cross-national context. Specifically, the resource-based view, Yang (2008), provides an understanding of why service culture may lead to better service quality and the differences of service culture between local and foreign owned service firms in emerging markets. While important, resources are owned or controlled by a firm, the capability based theory (Amit and Schoemaker, 1993; Peteraf, 1993; Grant, 1996), emphasizes that, capabilities are used to combine, develop and transform assets to create value offerings to customers (Day, 1994; Grant, 1996). Consequently, in relation to service culture (Amit and Schoemaker, 1993), note that the capabilities of a service firm can enable it to apply its resources in order to continuously transform knowledge and solutions more effectively and efficiently for the benefit of the service firm and its stakeholders (employees and customers), thus enhancing the transfer of a service culture. As an intangible asset, this special characteristic also provides a basis for a competitive advantage for international service firms (Peteraf, 1993). These have been some of the dominant perspectives used in investigating service culture from a cross national context. Notwithstanding the significant contributions of these works, the services marketing literature has underappreciated the effect of contextual environmental factors on the elements of internal service quality in the service profit chain (Heskett, *et al.*, 1994, 1997), specifically relating to the transfer of service culture from a cross national perspective (Cohen and Olsen, 2013). Despite recent calls for greater use of the elements of internal service quality in the service profit chain model (Cohen and Olsen, 2013), within the context of emerging markets due to globalisation and international expansion of service firms into these markets (Kalkschmidt, 2013), the application of elements of internal service quality in the service profit chain within the context of emerging markets remains scant. Therefore, a most novel contribution of this study relates to the investigation of service culture via the elements of internal service

quality in the service profit chain model (Heskett, *et al.*, 1994, 1997), from a cross national perspective, specifically from a country with a developed market to a country with an emerging market. This work has shown that the practices that underlie the elements of internal service quality are heavily shaped and re-shaped by the unique contextual features of countries with emerging markets. More precisely, this study has characterized activities influenced by these unique contextual features into new and contextual elements of internal service quality, which have prior not been explored by the services marketing literature. These new elements of internal service quality have been shown to enable both firms in this study to transfer focal areas that allow them to create their unique service cultures. For instance, this research identifies the inclusion of religious beliefs as a fundamental element of internal service quality. Precisely, the findings reveal that both firms have implemented activities that reflect the inclusion of religious beliefs of employees, which has allowed both firms to transfer focal areas in their brand service standard that enable them to create their signature service culture. Similarly this has raised motivation and organisational commitment towards achieving tasks and responsibilities as stipulated in their brand service standard. However, despite its relevance, the inclusion of religious beliefs as a fundamental element of internal service quality has not been explored in the services marketing literature. This further reinforces a major theoretical contribution of this study to the elements of internal service quality in the services marketing literature.

This finding also highlights that from a cross national perspective, not all actions or activities that underlie this fundamental element of internal service quality (i.e. inclusiveness), reflect the provision of good services to employees. An activity that underlies this element entails the conversion of a unique contextual challenge into an opportunity that guarantees the accomplishment of tasks and responsibilities as stipulated in the brand service standard of the firm. Thus, this highlights a major limitation of this perspective in the study of service culture via the elements of internal service quality (Heskett, *et al.*, 1994, 1997) in a cross national context. Especially, as this study mainly emphasises, the important role of employee attitudes, behaviour, commitment and motivation towards accomplishing their required tasks and responsibilities, thus enable a service firm to transfer fundamental aspects of its service culture. Therefore, this

highlights the need for another path that emphasises positive employee behaviour, attitude, enthusiasm and commitment towards achieving the desired goal of the firm. Specifically, there is a need to further encourage services marketing researchers, in the future, to consider perspectives such as the social network theory (Holmlund and Kock, 1995) which creates a capital of trust based on exchanges and an understanding of how unique environmental factors can shape motivation and commitment of employees towards attaining the goals of a firm. This perspective also allows for the creation of quality bonds (between the firm and employees), which is the outcome of commitment and non- opportunistic behaviours (Holmlund and Kock, 1995), based on geographical location, culture, strategy of the firm, ideology, technicality, time, knowledge, social factors, legal, economic and psychology (Johanson and Mattsson, 1987; Liljander and Strandvik, 1995; Wendelin, 2004, 2007).

Finally, this study extends the services culture research through a process. The key argument here is that this study has provided an adequate framework that examines how contextually conditioned processes contribute to outcomes (Saffold, 1988). Consequently, while there is a consensus that the elements of internal service quality can enhance the transfer of a service culture (Zeithaml, *et al.*, 2009), it is not very clear which of the focal areas that allow a service firm to create its signature service culture can be transferred (Gamble, 2003), especially from a cross national context. Thus in extending this body of work, this research has presented details of the focal areas of a firm's service culture that can be transferred, which focal areas need to be modified, and which ones cannot be transferred due to contextual challenges. Specifically, details of how the new elements of internal service quality that enables both firms to transfer focal areas of their signature service culture into a country like Nigeria, has already been provided in the discussion chapter. Similarly, through a well-developed dynamic process model (framework), how these newly identified elements of internal service quality enable both firms to transfer focal areas of their signature service culture in a cross national context is presented in **Figure 7.0**. Precisely, the model depicts challenges which can inhibit the transfer of focal areas of a firm's signature service culture. As identified, these challenges can be country specific i.e. religious allegiance, ethnic affinity, and unique social factors, while some of these challenges can be particular to countries with

emerging markets i.e. inadequate infrastructure, low skilled labour, and corruption. The model further identifies and incorporates new contextual elements of internal service quality that enhance the transfer of focal areas of a firm's signature service culture in a cross national context, and as noted earlier, this adds to the existing five elements of internal service quality in the service profit chain model (Heskett, *et al.*, 1994, 1997). Some of these new elements of internal service quality are also country specific (as not all countries with emerging markets exhibit religious allegiance and Nigeria's national culture practices), and thus these elements can only be applied in countries with similar characteristics to Nigeria i.e. inclusiveness and provision of social support. Similarly the remaining new elements of internal service quality, identified in this study, are emerging market specific i.e. improvisation, transfer of knowledge and skills, and accommodating corruption, and thus can be applied in the context of countries with emerging markets. Consequently, the study reveals the relevance of intermediaries (worker's union/ religious leaders) in understanding the contextual requirements of employees, thus enabling the firm to understand which focal areas of its signature service culture can be transferred, and which focal areas of its signature service culture need to be re-modified. Hence, this dynamic process model enhances our understanding of what service firms do, how they do it, and the context in which they do it to enhance the transfer of focal areas that allows them create their unique service culture.

8.3.2 Contribution to Practice and Policy

As stated earlier, this research was carried out within the Nigerian hospitality industry and it specifically considered foreign owned hotels. The qualitative research coupled with Enderwick's (1989) exhortation to consider the services industry separately, means that it would be dangerous to claim that the results in this study can be generalised to other industries or even other countries. However, it is still possible to claim transferability, but this must rest with managers wishing to make that transfer. Therefore, the nature of the contributions derived from this research may have both managerial and policy implications on other service sectors. First, the empirical results of this research can assist service firms in managing their overall activities in order to enhance

the transfer of focal areas in their signature service culture. Specifically, it identifies which focal areas can be transferred, which need to be modified and which focal areas cannot be transferred (details of all focal areas that can enable a service firm to create its signature in Nigeria has been provided in the discussion chapter). This study further provides the key insights that can enable management of service firms to implement a process towards the following strategies: (a) improvisation (b) transfer of knowledge and skills, (c) provision of social support, (d) integration of religious and cultural beliefs of employees, (d) the use of intermediaries. These have all been found, in this study, to be fundamental in enhancing the transfer of focal areas of a firm's service culture. In addition, the finding offers insights not only into service firms already operating in countries with emerging markets, like Nigeria, but also into international service firms that wish to invest in other countries with emerging markets. This is because some of the contextual challenges and new elements of internal service quality identified in this study (**as stated in section 8.3.1**) can be applicable in other countries with emerging markets.

This study can also be beneficial to policy makers in Nigeria. First, policy makers in Nigeria can do more towards developing a conducive environment for foreign owned service firms to thrive. This can be achieved by strengthening the laws that can impede some of the regulatory agencies in engaging in acts of corruption and sharp practices. Unnecessary demands from the agents who represent these regulatory agencies promote bottlenecks and non-compliance to regulations. Specifically in relation to issues such as, fire and safety, the general comfort of employees, general cleanliness of the environment and the general wellbeing of employees, which are all known to influence the creation of a positive work environment, and can, therefore, affect the transfer of a service culture. As such, policy makers can ensure they do more to curb weak enforcements and non-compliance to formal rules and laws. Policy makers can ensure these agencies are encouraged through strengthening laws that check illicit acts of giving and taking bribes, so that these agencies can take responsibility and ensure rules and regulations that enhance the provision of an efficient and reliable work environment for employees are complied with.

Secondly, the finding reveals a dearth of fundamental infrastructure in Nigeria, specifically, basic infrastructure that facilitates the exchange of goods and services in Nigeria. The finding demonstrates that this impedes the services of firms as well as heightens their operational cost, due to importation of specialised equipment. Thus, the provision of critical infrastructure, such as electricity can help service firms in rolling out their services smoothly and positively affecting the transfer of their service culture. Finally, the finding further highlights the shortage of skilled manpower in Nigeria, in relation to meeting the requirements of service firms. These are skills and capabilities that can enable employees to accomplish their stipulated tasks and responsibilities. This reveals the need for policy makers to begin to legislate for funding to critical areas of the Nigerian economy, such as education, to enable the sector to meet the future demands of skilled manpower in other critical areas of the economy as well as to service firms willing to expand into Nigeria.

8.3.3 Contribution to the Hospitality Sector

The primary benefit to the hospitality industry that arises from this research is that it provides a greater understanding of the elements of internal service quality, which are important when considering how to transfer focal areas that allow a hotel to create its signature service culture. This is specifically true when a new hotel is considering an expansion into the Nigerian hospitality industry. The new elements of internal service quality identified can provide insights to hotels of the focal aspects of their service that can be transferred, as well as the aspects that cannot be transferred or that need to be modified. Thus this enables them to transfer a service culture that conforms to the fundamental and contextual factors in Nigeria. This is because a number of service firms that do not traditionally operate in countries like Nigeria, have now entered the Nigerian hospitality industry (an example of this is Park Inn by Radisson). Thus, the result of this research may offer these market entrants an increased understanding of how the elements of internal service quality identified in this research i.e. inclusiveness, improvisation, transfer of skills and knowledge, accommodating corruption and provision of social support, can be implemented to enhance the transfer of service culture into a unique environment such as

Nigeria. This understanding could also be used to develop a competitive advantage within the Nigerian hospitality industry.

8.4 Limitations of the Study

This research study is not without its limitations. First, the study was carried out using a limited sample size and was carried out within a single service industry. However, given that the study is not intended to achieve statistical generalisation or analytical generalisation, such limited sample size and the choice of a single industry is acceptable until theoretical saturation is attained (Yin, 1994). As this study is focused on the process of transferring service culture, an enormous amount of data relevant to understanding this process in each of the cases was gathered and analysed. The level of depth of analysis carried out on each element of internal service quality in both cases certainly compensates for the limited size of the sample and the choice of a single industry.

In addition, even though cases were selected through a rigorous purposive sampling process, there can be potential for some bias. The respondents could harbour some bias as they may rationalise a specific event or sub- activity that had affected them either favourably or unfavourably. This is despite the best efforts of this researcher to (i) sample employees whose departments are directly related with the design and implementation of elements of internal service quality, (ii) sample employees who are directly involved in the process of implementing elements of internal service quality, (iii) use multiple data sources i.e. the researcher taking field notes to enhance in creating a more comprehensive picture of the phenomenon of interest. These measures were to a great extent controlled potential bias of the cases. Also, the researcher's bias may influence the interpretation of the findings. This was, however, controlled by devising a coding framework which emanated from the interview data and was strictly applied.

8.5 Implication for Future Research

This study opens up some avenues and directions for future research. First, the conceptualised process of the transfer of service culture that was presented in **Chapter 7** can be subjected to further tests. Other factors could have been added to this process including more factors from the external environment. This research mainly took into account the major features that characterise countries with emerging markets, like Nigeria. These included country specific characteristics i.e. religious and ethnic affinity, and unique societal factors (Emeriole *et al.*, 2013), as well as characteristics unique to most countries with emerging markets i.e. inadequate infrastructure, low skilled labour, and corruption, (Khanna and Palepu, 2005; Sheth, 2008). These are by no means exhaustive; however, the typical and complex nature of most countries with emerging markets (Sheth, 2011), makes it difficult to account for all the factors that can play a role in the transfer of service culture. Therefore, future studies can capture other factors in their analysis.

Secondly, this study investigated the process of transferring service culture in foreign owned firms in Nigeria. The study was not designed to capture locally owned service firms in Nigeria. However, this does not mean that locally owned service firms have no influence on practices that constitute service culture in the Nigerian hospitality industry, especially when considering the moderating effect of industry players pertaining to what a firm can do and cannot do (Gordon, 1991). Therefore, future studies can attempt to study and compare the transfer of service culture in both locally owned service firms and foreign owned service firms. The comparison of service culture in both locally owned service firms and foreign owned firms can add further insights of how industry specific factors influence the transfer of service culture in a country with an emerging market, like Nigeria.

Third, this study did not attempt to explain the transfer of service culture in all the services sectors highlighted in the services marketing literature as this will be rather too broad and extensive in a single Ph.D. thesis. However, subsidiaries of two foreign owned service firms were selected from the Nigerian hospitality industry based on years of experience, market share and location of

headquarters. Therefore, future studies interested in the transfer of service culture can consider a diverse set of subsidiaries of foreign owned firms in different service industries. This can potentially yield further insights into how contextual or environmental factors can influence the transfer of service culture through internal service quality.

Fourth, the study examined the transfer of service culture from a country with a developed market to a subsidiary in a country with an emerging market, using the context of Nigeria. This approach limited the countries examined to one single emerging market. As such, there is an opportunity for future studies to integrate multiple countries with emerging markets. This will no doubt benefit the field of both emerging markets and services marketing.

Fifth, this research identified two intermediaries (worker's union and religious leaders) that enable the two cases in this study to meet the contextual work requirements of their employees. Specifically, this enables both firms to provide their employees with working conditions that positively impacts them towards accomplishing their stipulated tasks and responsibilities in the firm. However, this research has not gone further to identify which of the intermediaries identified in this research is most effective in engaging employees in a context like Nigeria. Thus this presents an opportunity for further research in order to identify which of these intermediaries is most effective in engaging employees.

Finally, although this study applied the elements of internal service quality in the service profit chain theory (Heskett *et al.*, 1994., 1997), there is a significant implication for the social network perspective (Holmlund and Kock, 1995). This is because the social network perspective enables the firm to build a capital of trust based on exchanges and understanding of how unique contextual factors can influence the motivation and commitment of employees towards achieving set organisational goals. Specifically, this perspective also allows for the creation of quality bonds (between the firm and employees) which are the outcome of commitment and non- opportunistic behaviours (Holmlund and Kock, 1995), hinged on factors such as, geographical location, culture, strategy, ideology, technicality, time, knowledge, social factors, legal, economic and psychology (Johanson and Mattsson, 1987; Liljander and Strandvik, 1995;

Wendelin, 2004, 2007). Thus, this study has shown that the social network theory (Holmlund and Kock, 1995) can be significant in facilitating the transfer of a service culture in a cross national context. Consequently, this further presents an avenue for the use of a multi theoretical approach, combining the social network theory and the elements of internal service quality in the service profit chain to study the transfer of service culture into a country with an emerging market, like Nigeria. Such an approach is likely to yield a more holistic understanding of the transfer of service culture into a country with an emerging market like Nigeria.

8.6 Chapter Conclusion

Appreciating the need to improve the understanding of how service firms with headquarters in a country with a developed market transfer their service culture to their subsidiaries in a country with an emerging market like Nigeria, this study conducted an in-depth case study of two foreign owned subsidiary service firms. The research aim was to investigate how divergent contextual factors that characterise countries with emerging markets influence the transfer of service culture. This gave rise to this main research question; how do foreign owned service firms in Nigeria implement elements of internal service quality, in the service profit chain model (Heskett, *et al.*, 1994, 1997), to enhance the transfer of their service culture?

Addressing the main research question, as stated, reveals new activities which have been characterised into new elements of internal service quality. However, the finding reveals that these new elements (i.e. inclusiveness and provision of social support), which enable both firms to address the challenges posed by the unique and contextual characteristics of countries with emerging markets, can only be applicable to countries with similar features as Nigeria. This is because not all countries display strong religious allegiance and ethnic affinity. Therefore, while not unique to Nigeria, these features are unique to only those countries that share these core features with Nigeria. However, the remaining new elements of internal service quality, identified in this study, can be emerging market specific i.e. improvisation, transfer of knowledge and skills, and accommodating corruption, and thus, can be applied in the context of

countries with emerging markets. The findings further reveals that not all focal areas that enable both firms to create their signature service culture can be transferred to Nigeria. For instance the focal area of the signature service of case A, which relates to high equity in the social workplace could not be transferred, because of the high power distance culture dimension (Hofstede, 1980) that characterises the Nigerian culture (e.g. the need to respect and revere individuals who are older and hold positions in the society). Therefore this focal area was modified to reflect high social hierarchy, in order to create a harmonious working environment as well as enhance efficiency. Similarly, a focal area that relates to employee empowerment was not fully implemented; this is due to the inadequate skilled manpower in the hotel industry in Nigeria. Furthermore, both firms could not implement a focal area of their signature service culture i.e. complying to both ethical and legal standards. The finding demonstrates that this is due to the absence of enforcement of regulations (in spite of policies/legislation to that effect), which mainly typifies countries with emerging markets (Khanna and Palepu, 2005). Thus, the findings of this research provide an understanding of elements of internal service quality that can enhance a service firm's transfer of focal areas of its signature service culture. Equally, this finding provides an understanding of focal areas that can be transferred, modified or cannot be transferred.

Overall, the study has gone, in some ways, to fill critical knowledge gaps and provide empirical and theoretical contributions to both services marketing and emerging marketing literatures, as well as the service profit chain theory. Thus this study has also offered further research directions to advance these fields of scholarly research.

References

- Abid, A. M., Sarwar, A., Imran, K., Jabbar, A. and Hannan, A. (2013), Effect of Job Design on Employee Satisfaction (A Study of Fertilizer Companies Listed in Lahore Stock Exchange). *European Journal of Business and Management*, 5, 19), 1-7.
- Abosag, I. and Maya, F. (2014), The Influence of Religiously Motivated Consumer Boycotts on Brand Image, Loyalty and Product Judgment. *European Journal of Marketing*, (48), 11/12, 2262-2283.
- Acheampong, I. and Asamoah, K. A. (2013), Service Delivery and Business Growth among Banks in Ghana, Using the Service Profit Chain Model, *International Journal of Global Business*, 6, 2, 57- 79
- Adewale, O. O. and Anthonia, A. A. (2013), Impact of Organisational Culture on Human Resources Practices: A Case Study of Selected Private Nigerian Universities, *Journal of Competitiveness*, 5, 4, 115- 133
- Ahiazu, A. (1999) *The African Industrial Man*. Port Harcourt: CIMRAT Publications.
- Akpabio, I. (2007): Hospitality Industry in Nigeria: Prospects and Challenges in Developing Tourism, *African Hospitality and Tourism*, 11, (3), 23-26.
- Akpoyomare, O., Adeosun, L. and Ganiyu, R. (2012), The influence of Product Attributes on Consumer Purchase Decision in the Nigerian Food and Beverage Industry: A study of Lagos Metropolis, *American Journal of Business and Management*, 1 (4), 196- 201.
- Aluko, M. A. (2000), Socio-Cultural Dimensions of Motivation and Management, In: *Introduction to Industrial Sociology*, O A Ogunbameru and P E Oribabor (Eds). Nigeria: Obafemi Awolowo University Press

- Aluko, M. A. (2003), The Impact of Culture on Organizational Performance in Selected Textile Forms in Nigeria, *Journal of African Studies*, 12 (2), 164-79
- Amadi, O. (2008a), Nigeria Hotels and Boom in Tourism, *Businessday Newspaper*, September 7, 9
- Amit, R. and Schoemaker, J. H. (1993), Strategic Assets and Organizational Rent, *Strategic Management Journal*, 14, (1), 33–46
- Anderson, E. W., Fornell, C. and Lehmann, D. R. (1994), Customer Satisfaction Market Share and Profitability: Findings from Sweden, *Journal of Marketing*, 58, (July), 53-66
- Anderson, E. W. and Mittal, V. (2000), Strengthening the Satisfaction – Profit Chain, *Journal of Service Research*, 3, (2), 107- 120.
- Anderson, J., Markides, C., and Kupp, M. (2010), The Last Frontier: Market Creation in Conflict Zones, Deep Rural Areas and Urban Slums, *California Management Review*, 52, 4, 6–28.
- Anderson, R. E. and Srinivasan, S. S. (2003), E-satisfaction and E-loyalty: A Contingency Framework. *Psychology and Marketing*, 20, (2), 123–138.
- Anitha, J. and Farida, B. N. (2016), Role of Organisational culture and Employee Commitment in Employee Retention, *International Journal of Asian School of Business Management*, 9 (1), 17- 28
- Arnold, D. and Quelch, J. (1998), New Strategies in Emerging Markets. *MIT Sloan Management Review*, 40, (1), 7- 20
- Awoseyin, L. (2007), Professional Ethics in Hospitality and Tourism, *African Hospitality and Tourism*, 11, (3), 18-22.

Bakker, A. B. and Demerouti, E. (2014), Job demands-Resources theory, In C Cooper and P Chen (Eds.), *Wellbeing: A Complete Reference Guide* (37–64). Chichester, UK: Wiley-Blackwell.

Barney, J. B. (1986), Organisational Culture: Can It Be a Source of Sustained Competitive Advantage, *Academy of Management Review*, 11, (3), 656-665

Barney, J. (2001), Resource-Based Theories of Competitive Advantage: A Ten-Year Retrospective on the Resource-Based View. *Journal of Management* 27 (6), 643-650.

Barney, J., Wright, M., Ketchen, D. (2001), The Resource-Based View of the Firm: Ten Years After 1991, *Journal of Management*, 27 (6), 625-642.

Baron, S., Gary, W., and Hunter Jones, P. (2014), Services Marketing Research: Developments and Directions, *International Journal of Management Reviews*, 16, (2), 150- 171.

Batt, R. (2002), Managing Customer Services: Human Resource Practices, Quit Rates, and Sales Growth, *Academy of Management Journal*, 45, (3), 587-97.

Beatson, A., Lings, I. and Gudergan, S. (2008), Employee Behaviour and Relationship Quality: Impact on Customers, *The Service Industries Journal*, 28, 2, 211-223

Bei, L.T., Chiao, Y. C. (2001), An Integrated Model for the Effects of Perceived Product, Perceived Service Quality, and Perceived Price Fairness on Consumer Satisfaction and Loyalty, *Journal of Consumer Satisfaction, Dissatisfaction, Complaint and Behaviour*, 14, 125-140.

Beitelspacher, L. S., Richey, G. and Reynolds, K. E. (2011), Exploring a New Perspective on Service Efficiency: Service Culture in Retail Organisations. *Journal of Service Marketing*, 25, (3), 215–228.

Bellin, J. B. and Pham, C. T. (2007), Global Expansion: Balancing a Uniform Performance Culture with Local Conditions, *Strategy and Leadership*, 35, 6, 44 – 50.

Ben Akpoyomare Ogbojafor, M. A. (2012), Assessment of Job Design and Job Satisfaction among Doctors and Nurses in Lagos, Nigeria Hospitals, *African Journal of Business Management*, 6, (48), 11702-11706.

Bergiel, E. B., Bergeil, B. J. and Upson, J. W. (2012), Revisiting Hofstede's Dimensions: Examining the Cultural Convergence of the United States and Japan, *American Journal of Management*, 12 (1), 69- 79

Bettencourt, L. A. and Brown, S. W. (2003), Role Stressors and Customer-Oriented Prosocial Boundary-Spanning Behaviours, Test of a Theoretical Model across Two Service Contexts, *Journal of the Academy of Marketing Science*, 31, (4),394-408

Bianchi, C. (2001), 'The Effect of Cultural Differences on Service Encounter Satisfaction, *Proceedings 2001 AMA Winter Educator's Conference*, 12 , 46-52

Bitner, J. and Brown, S. W. (2008), The Service Imperative, *Business Horizon*, 51 (1), 39- 46

Bockerman, P. and Ilmakunnas, P. (2006), Do job Disamenities Raise Wages or Ruin Job Satisfaction? *International Journal of Manpower*, 27, 290–302.

Bolton, R. N. and Drew, J. H. (1991a), A Longitudinal Analysis of the Impact of Service Changes on Customer Attitudes, *Journal of Marketing*, 55, (1), 1-9

Bolton, R. N. and Katherine, N. L. (1999), A Dynamic Model of Customers' Usage of Services: Usage as an Antecedent and Consequence of Satisfaction. *Journal of Marketing Research*, 36, (2), 171-186.

Bolton, R. N. and Myers, M. B. (2003), Price-Based Global Market Segmentation for Services, *Journal of Marketing*, 67, 108–128

Bowen, D. E. and Lawler, E. E. (1992), The Empowerment of Service Workers: What, Why, How and When? *Sloan Management Review*, 33, (3), 31- 39

Bowen, D. E. and Lawler, E. E. (1995), Empowering Service Employees, *Sloan Management Review*, 36, (4), 73- 84

Brown, S. W. and Bitner, M. J. (2007), Mandating a service revolution for marketing, in Lush, R F and Vargo S L Eds *The Service-Dominant Logic of Marketing: Dialog, Debate and Directions* M E Sharp, Armonk, NY, 393-405

Browning, V., Edgar F., Gray, B. and Garret, T. (2009), Realising Competitive Advantage through HRM in New Zealand Service Industries, *The Service Industries Journal*, 29,6, 741-760

Bryman, A. (2004), *Social Research Methods*, Oxford University Press.

Bryman, A. and Bell, E. (2007), *Business Research Methods*, Oxford University Press.

Budhwar, P. and Khatri, N. (2001), A Comparative Study of HR Practices in Britain and India. *The International Journal of Human Resource Management*, 12 (5), 800-826

Burgess, S. and Steenkamp, J. (2006), Marketing Renaissance: How Research In Emerging Markets Advances Marketing Science and Practice. *International Journal of Research in Marketing* 23, (4), 337-356

Burke, R. (1996), Performance Evaluation and Counselling in a Professional Services Firm, *Leadership and Organisation Development Journal*, 17, (3), 21-26.

Bustamam, F. L., Teng, S. S. and Abdullah, F. Z. (2014), Reward Management and Job Satisfaction among Frontline Employees in Hotel Industry in Malaysia, *Procedia - Social and Behavioural Sciences*, 144, 392-402

Bustinza, O. F., Arias-Aranda, D., and Gutierrez-Gutierrez, L. (2010), Outsourcing, Competitive Capabilities and Performance: An Empirical Study in Service Firms. *International Journal of Production Economics*, 126, (2), 276–288

Buswell, J., William, C. and Sutton, C. (2017), Service Culture: Service Quality in Leisure, Events, Tourism and Sport (2nd Ed.) 172- 191, Wallingford, CABI

Bygrave, W. D., (1989), The Entrepreneurship Paradigm (I): A Philosophical Look at its Research Methodologies. *Entrepreneurship Theory and Practice*, 14, 7-26.

Cachani, S. and Smith, N. (2008), Socially Responsible Distribution Strategies for Reaching the Bottom of the Pyramid, *California Management Review*, 50, 2, 52–84

Canning, D. and Fay, M. (1993), The Effects of Infrastructure Networks on Economic Growth. New York: Columbia University, Department of Economics.

Carson, D. and Coviello, N. (1996), Qualitative Research Issues at the Marketing/Entrepreneurship Interface. *Marketing Intelligence and Planning*, 14, 51-58.

Carson, D., Gilmore, A., Perry, C. and Gronhaug, K., (2001), *Qualitative Marketing Research*, Sage Publications, London

Cavusgil, T., Ghauri, P., and Agarwal, M. (2002), *Doing Business in Emerging Markets: Entry and Negotiating Strategies*, Thousand Oaks: Sage

Central Bank of Nigeria (2003), Statistical Bulletins, Abuja, CBN, 1, 3- 7

Central Bank of Nigeria (2006), Annual Report and Accounts for the Year ended 31st December 2006, Abuja, CBN, 229

Chacko, H. E. (1998), Designing a Seamless Hotel Organization, *International Journal of Contemporary Hospitality Management*, 10, (4), 133-138

Chan, D. (2000), The story of Singapore Airlines and the Singapore Girl, *Journal of Management Development*, 19, (6), 456–472.

Chang, T. Z. and Wildt, A. R. (1994), Price, Product Information, and Purchase Intention: An Empirical Study, *Journal of the Academy of Marketing Science*, 16-27

Chang, H. H. and Sinclair, D. (2003), Assessing Workforce Perception of Total Quality-Based Performance Measurement: A Case Study of Customer Equipment Servicing Organization, *Total Quality Management and Business Excellence*, 14, (10), 1093–1120

Chiang, F.T., Michal, K.L., and Thomas, A. B. (2017), The Transfer and Diffusion of HRM Practices within MNC's : Lessons Learned and Future Research Directions. *The International Journal of Human Resource Management*, Vol. 28, (1), 234- 258

Cho, J. and Trent, A. (2006) Validity in Qualitative Research Revisited. *Qualitative Research*, 6, 319-340.

Choi, S. J., Jia, N., Lu, J. (2014), The Structure of Political Institutions and Effectiveness of Corporate Political Lobbying. *Organization Science* 26, 1, 158-179.

Christian, M. S., Garza, A. S. and Slaughter, J. E. (2011), Work Engagement: A Quantitative Review a Test of Its Relations with Task and Contextual Performance. *Personnel Psychology*, 64, (1), 89-136.

Christina, G. C. and Durgon, G. (2009), Employee Satisfaction, Customer satisfaction and Performance; An Empirical Examination. *International Journal of Hospitality Management*, (28), 245- 253

Clark J.E. (2000), Action research. In *The Research Process in Nursing*, 4th ed. (Cormack D. ed.), Blackwell Science, Oxford, pp. 183 – 198.

Cohen, J. F. and Olsen, K. (2013), The Impact of Complementary Information Technology Resources on the Service Profit Chain and Competitive Performance of South African Hospitality Firms. *International Journal of Hospitality Management*, 34, 245- 254.

Colm, L. M. and Caru, A. (2016), Two Faces of the Same Coin: ow the Interplay between Organisational Culture and Territorial Culture Builds the Concept of Service Culture, *Mercati and Competitivita*, 3, 87- 109

Cooper, D. R. and Schindler, P. S. (2003), *Business Research Methods*, New York: McGraw-Hill.

Creswell, J. W. (2003), *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, SAGE Publications.

Crotty, M. (1998), *The Foundations Of Social Research*. London: Sage Publications Ltd.

Damiani, M. and Ricci, A. (2014), Decentralised Bargaining and Performance-Related Pay: Evidence from a Panel of Italian Firms, *International Journal of Manpower*, 35, 7, 1038-1058

Daniel, P. W. and Harrington, J. W. (2007), *Services and Economic Development in the Asia- Pacific*: Ashgate.

Das, D. K. (2006), *China and India: A Tale of Two Economics*. London and New York: Routledge

Davies, D. and Dodd, J. (2002), Qualitative Research and the Question of Rigor. *Qualitative Health Research*, 12, 279-289.

David, C. T., Elizabeth, C., Yuan, L., Daniel, L. and Kevin, A. (2016), Collectivist Values, Exchange Ideology and Psychological Contract Preference, *Management International Review*, 56 (2), 255- 281

David, E. B. (2016), The Changing Role of Employees in Service Theory and Practice: An Interdisciplinary View, *Human Resource Management Review*, 26, 4- 13

Davis, (1984), *Managing Corporate Culture* Cambridge MA: Ballinger

Day, G. S. (1994), The Capabilities of Market-Driven Organizations, *Journal of Marketing*, 58 (4), 37–52

Deal, T. E. and Kennedy, A. A. (1982), *Corporate Cultures*, Reading MA Addison-Wesley

De Figueiredo, J. P. (2010), Institutions, Politics and Non-Market Strategy, *California Management Review*, 52 (2), 123–31

Denison, D. R. (1996), What is the Difference between Culture and Organisational Climate? A Native's Point of View on a Decade of Paradigm Wars. *Academy of Management Review* 21, 619–654

Denscombe, M. (2007), *The Good Research Guide*, McGraw-Hill.

Denzin, N. K. and Lincoln, Y. S. (2011), *The Sage Handbook of Qualitative Research*, Sage.

Deshpande, R. and Webster, F. E. (1989), Organisational Culture and Marketing: Defining the Research Agenda, *Journal of Marketing*, 53, (January), 3-15

De Vaus, D. (2001), *Research Design in Social Research*, SAGE Publications

Dorfman, P. W. and Howell, J. P. (1988), Dimensions of National Culture and Effective Leadership Patterns: Hofstede Revisited. *Advances in International Comparative Management*, 3, 127-150

Dorina C., Mirela V., Gerald R., and Rosemary, B. (2016), The Service Profit Chain in Call Centre Services, *Journal of Service Theory and Practice*, 26, (5), 616-641

Dow, D. (2006), Adaptation and Performance in Foreign Markets: Evidence of Systematic Under-Adaptation, *Journal of International Business Studies*, 37, 212–226.

Downey-Ennis, K., Harrington, D., and Williams, B. (2004), Head and Heart in Quality Implementation - Applying the Quality Philosophy within Irish Healthcare Institutions, *Total Quality Management and Business Excellence*, 15,(8), 11-43

Dribbusch, H. and Birke, P. (2012), *Trade Unions in Germany, Organisation, Environment, Challenges*, Berlin: Friedrich Ebert Foundation (FES), <http://library.fes.de/pdf-files/id-moe/09113-20120828.pdf> [Accessed 25/02/2017]

Bygrave, W. D. (1989), The Entrepreneurship Paradigm (I): A Philosophical Look At Its Research Methodologies. *Entrepreneurship Theory and Practice*, 147-126.

Easterby-Smith, M., Thorpe, R., Lowe, A. (2002), *Management Research: An Introduction*, Sage.

Edvardsson, B. and Enquist, B. (2002), Service Culture and Service Strategy: The IKEA Saga. *The Service Industry Journal*, 22, (4), 153-186.

Edvardsson, B. and Enquist, B. (2002), The IKEA Saga: How Service Culture Drives Service Strategy, *The Service Industries Journal*, 22, 4, 153-186.

Edvardsson, B., Tronvoll, B., and Gruber, T. (2011), Expanding Understanding of Service Exchange and Value Co-Creation. *Journal of the Academy of Marketing Science*, 39, (2), 327-339.

Ehttesham, U. M., Muhammed, T. M., and Muhammed, A. M. (2011), Relationship between Organisational Culture and Performance Management Practices: A Case of University in Pakistan. *Journal of Competitiveness*, 4, 78-86

Eisenhardt, K. M. (1989), Building theories from case study research. *Academy of Management Review*, 14, 532-550.

Eisenhardt, K. M. and Graebner, M. E. (2007) Theory Building from Cases: Opportunities and Challenges. *Academy of Management Journal*, 50, 25-32.

Ekechukwu, L. C. (2015), Issues in Human resource Management Practice in the Tourism and Hospitality Industry in Nigeria, *Journal of Tourism and Heritage Studies*, 4 (1and 2), 35- 47.

Ellis, C. (1995), *Final Negotiations: A Story of Love, Loss, and Chronic Illness*. Philadelphia: Temple University Press

Emerolu, G., Sonrandein, K. E. and Georgina, E. (2013), Implications of Organizational Culture on Performance of Business Organizations, *Journal of Business and Management*, 11 (1) 11- 18

Enderwick, P. (1989), Some Economics of Service-Sector Multinational Enterprises in *Multinational Service Firms*, (ed.) P Enderwick, London, Routledge

Engardio, P. (2007), *Chindia: How China and India Are Revolutionizing Global Business*. New York: McGraw-Hill.

Evanschitzky, H., Arun S., Catja, P. (2012), The Role of the Sales Employee in Securing Customer Satisfaction, *European Journal of Marketing*, 46, 3/4, 489 - 508

Farndale, E. and Sanders, K. (2017), Conceptualising HRM System Strength through a Cross- Cultural Lens, *The international Journal of Human Resource Management*, 28, (1), 132- 148

Feldman, D. C. (1984), The Development and Enforcement of Norms, *Academy of Management Review*, 9, 47-53.

Fleming, J. H., Coffman, C. and Harter, J. K. (2005), Manage Your Human Sigma. *Harvard Business Review*, 83, (7/8), 106–114.

Flynn, F. and Chatman J. (2003), What's The Norm Here? Social Categorization as a Basis for Norm Developmentll Research on Managing Groups and Teams, 5,135-160

Forrest, T. (1993), *Politics and Economic Development in Nigeria*, Oxford: Oxford University Press, 2-6.

Freeman, S. and Mark, S. (2008), Professional Service Firms Entering Emerging Markets: The Role of Network Relationships. *Journal of Service Marketing*, 22, 3, 198-212

Frey, R. V., Bayon, T., and Totzek, D. (2013), How Customer Satisfaction Affects Employee Satisfaction and Retention in a Professional Services Context, *Journal of Service Research*, 16, (4), 503- 517

Frimpong, K. and Wilson, A. (2013), Relative Importance of Satisfaction Dimensions on Service Performance: A Developing Country Context, *Journal of Service Management*, 24, 4, 401 - 419

Furnham, A. and Gunter, B. (1993), Corporate Culture: Definition Diagnosis and Change in Cooper C L and Robertson I T (Eds), *International Review of Organisational Psychology*, 8, 233-61. Chichester, John Wiley

Furrer, O. (2000), The relationships between culture and service quality perceptions: Basis for cross-cultural market segmentation and resource allocation. *Journal of Service Research*, 2,(4), 355.

Gamble, J. (2003), Transferring human resource practices from the United Kingdom to China: the Limits and Potential for Convergence. *The International Journal of Human Resource Management* 14, (3), 369-387.

Gado, N. D. (2015),The Impact of the Nigerian Business Environment on Company Performance: A Case of 20 Most Capitalised Companies in Nigeria, *International Journal of Business and Management Review*, 3, (4), 36-48.

Gale, K. and Odgers, P. (1990), Hotel and Catering Supervision (Social and Economic Aspects of the Industry), Hong Kong, Pitman, 202.

Gane, M., (2006), *Auguste Comte (Key Sociologist series)*, London: Routledge.

Gao, Y. (2017), Business leaders, Personal Values, Organisational Culture and market Orientation, *Journal of Strategic Marketing*, 25, 1, 49- 64

Garrett, B. and Karnani, A. (2010), Challenges in Marketing Socially Useful Goods to the Poor, *California Management Review*, 52 (4), 29–47

Gerhart B and Fang M (2005), National Culture and Human Resource Management: Assumptions and Evidence, *International Journal of Human Resource Management*, Vol.16, No.6, pp. 975–990

Gerhart, B. and Fang, M. (2015), Pay, Intrinsic Motivation, Extrinsic Motivation, Performance, and Creativity In The Workplace: Revisiting Long-Held Beliefs, *Annual Review of Organizational Psychology and Organizational Behaviour*, 2, 489–521.

Gebauer, H., Edvardsson, B. and Bjurko, M. (2010), The Impact of Service Orientation in Corporate Culture on Business Performance in Manufacturing Companies. *Journal of Service Management*, 21(2), 237–259

Gelade, G. A. and Young, S. (2005), Test of a Service Profit Chain Model in the Retail Banking Sector. *Journal of Occupational and Organizational Psychology*, 78, (1), 1-22.

Gerring, J. (2006), *Case Study Research: Principles and Practices*, Cambridge University Press

Ghemawat, P. (2001), Distance Still Matters: The Hard Reality of Global Expansion, *Harvard Business Review*, 79, 3–11

Giddens, A., Duneler, M. and Appelbaum, R. (2005), *Introduction to Sociology*. New York: W W North and Company

Godze G. and Hatice, C. (2012), Analyzing the Influence of Organisational Culture on New Service Design: Case of Turkey, *Information Management and Business Review*, 4, 4, 185- 194

Golafshani, N. (2003), Understanding Reliability and Validity in Qualitative Research. *The Qualitative Report*, 8, 597-606.

Gomm, R., Hammersley, M., and Foster, P. (Eds) (2000) *Case Study Method* (London, Sage)

Gordon, G. (1991), Industry Determinants of Organizational Culture. *Academy of Management Review*, 16, 396-415.

Grant, R. M. (1996), Toward a Knowledge- Based Theory of the Firm Toward a knowledge-Based Theory of the Firm, *Strategic Management Journal*, 17, 109–122 (Winter Special Issue).

Grimshaw, D. and Carroll, M. (2006), Adjusting to the National Minimum Wage: Constraints and Incentives to Change in Six Low Paying Sectors, *Industrial Relations Journal*, 37, 22-47.

Grimshaw, D., Bosch, G. and Rubery, J. (2014), Minimum Wages And Collective Bargaining: What Types of Pay Bargaining can Foster Positive Pay Equity Outcomes?, In *British Journal of Industrial Relations*, 52, (3), 470–498

Grönroos, C., (1990), *Strategic Management and Marketing: Managing the Moments of Truth in Service Competition* Lexington MA: Free Press

Grönroos, C., (2007). *Service Management and Marketing: Customer Management in Service Competition* (3rd ed.): John Wiley and Sons

Grönroos, C., (2008), Service Logic Revisited: Who Creates Value? And Who Co-creates? *European Business Review*, 20, 4, 298-314

Grönroos, C., (2009), Promise Management: Regaining Customer Management for Marketing. *The Journal of Business and Industrial Marketing*, 24, 5/6, 351–359

Grönroos, C., (2011), Value Co-Creation in Service Logic: A Critical Analysis. *Marketing Theory*, 11, (3), 279–30

Grugulis, I., and Wilkinson, A., (2002), Managing Culture at British Airways: Hype, Hope and Reality, *Long Range Planning*, 35, 179- 194

Gu, F. F., Kineta, H., and David K. T. (2008), When Does Guanxi Matter? Issues of Capitalization and Its Dark Side, *Journal of Marketing*, 72, 12–28.

Guba, E. G. (1990), *The Paradigm Dialog*, SAGE Publications.

Guba, E. G. and Lincoln, Y. S. (1994), Competing Paradigms in Qualitative Research. *Handbook of Qualitative Research*, 2, 105.

Guesalaga, R., Meghan, P., Scaraboto, D. (2016) Cultural Influences On Expectations And Evaluations Of Service Quality In Emerging Markets, *International Marketing Review*, 33, (1), 88 - 111

Gummesson, E. (2006) Qualitative Research in Management: Addressing Complexity, Context and Persona. *Management Decision*, 44, 167-179.

Hackman, J. R. (1992), Group Influences on Individuals in Organisationsll in M D Dunnette and L M Hough (Eds.) *Handbook of Industrial and Organisational Psychology* (2nd ed.) Palo Alto CA: Consulting Psychologists Press: 192-267.

Hafiz, M., Akram, A., and Ali, B. (2011), Why Not Everybody Loves Hofstede? What are the Alternative Approaches to Study Culture? *European Journal of Business and Management*, 3, (6), 101- 111

Hair, J. F. (2003), *Essentials of Business Research Methods*, Wiley.

Hakim, C. (1987), *Research Design: Strategies and Choices in the Design of Social Research*, Allen and Unwin, London, UK

Hallebone, E. and Priest, J. (2008), *Management Research*, Palgrave Macmillan

Hallowell, R. (1996), The Relationships of Customer Satisfaction, Customer Loyalty, and Profitability: An Empirical Study. *International Journal of Service Industry Management*, 7, 27-42

Hammersley, M. and Atkinson, P. (1995), *Ethnography: Practices and Principles*. New York: Routledge. Retrieved December, 2, 2014.

Han, J. K., Kim, N., and Kim, H. B. (2001) Entry Barriers: A Dull- One- Or Two-Edged Sword for Incumbents? Unravelling the Paradox from a Contingency Perspective, *Journal of Marketing* 65, (1), 1–14

Hardin, C. D. and Higgins, E. T. (1996), Shared Reality: How social Verification makes the Subjective Objective. In E T Higgins and R M Sorrentino (Eds.) *Handbook of Motivation and Cognition: The Interpersonal Context*. New York: Guilford Press.

Harris, L. and Ogbonna, E, (2001), Strategic Human Resource Management, Market Orientation, and Organizational Performance, *Journal of Business Research*, 51, 157-166.

Harter, J. K., Schmidt, F. L. and Asplund, J. W. (2010), Causal Impact of Employee Work Perceptions on the Bottom Line of Organizations, *Perspectives on Psychological Science*, 5, (4), 378-389.

Haruna, D. K. (2012), Foreign Direct Investment and the Nigerian Economy, *American Journal of Economics* 2012, 2, (3), 33-40

Hatch, M. J. (1993), The Dynamics of Organisational Culture, *Academy of Management Review*, 18, 657—693.

Hays, C. (2011), Interpreting Interpretivism Interpreting Interpretations. The New Hermeneutics of Public Administration. *Public Administration*, 89, (1), 167-182

Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser, W.E. J., and Schlesinger, L. A. (1994) Putting the Service-Profit Chain to Work, *Harvard Business Review*, March-April, 164-74

Heskett J. L., Sasser, W E, Schlesinger L (1997), *The Service Profit Chain*, Free Press, New York

Heskett, J. L., Sasser, W. E., Schlesinger, L. A. (2003), *The Value Profit: Treat Employees Like Customers and Customers Like Employees*. New York: The Free Press.

Heskett, J. L., Sasser, W. E. and Wheeler, J. (2008), *The Ownership Quotient: Putting the Service Profit Chain to Work for Unbeatable Competitive Advantage*. New York: The Free Press.

Hesse-Biber, S. N. and Leavy, P. (2006), *The Practice of Qualitative Research*, SAGE Publications

Hofstede, G., (1980), *Culture's Consequences. International Differences in Work- Related Values*, Beverly Hills, CA Sage Publications,

Hofstede, G., (1990). *Cultures and Organizations: Software of the Mind*. New York: McGraw-Hill

Hofstede, G., (1998) Identifying Organisational Subcultures: An Empirical Approach *Journal of Management Studies*, 35, 1-12.

Hofstede, G., Hofstede, G. J., and Minkov, M. (2010), *Cultures and Organizations: Software of the Mind: Intercultural Cooperation and its Importance for Survival* (3rd ed.). New York: McGraw-Hill.

Holbrook, M. B., (1994), The Nature Of Customer Value: An Axiology of Services in the Consumption Experience. In: Rust Roland T, Oliver Richard L, Editors. *Service Quality: New Directions in Theory and Practice*. Thousand Oaks, CA: Sage Publications

Holmlund, M., and Kock, S. (1995), Buyer Perceived Service Quality in Industrial Networks. *Industrial Marketing Management*, 24, 109- 121

Homburg, C. and Pflesser, C. (2000), A Multiple-Layer Model Of Market-Oriented Organisational Culture: Measurement Issues and Performance Outcomes, *Journal of Marketing Research* 37,(4), 449-462

Homburg, C., Hoyer, W. D. and Fassnacht, M. (2002), Service Orientation of a Retailer's Business Strategy: Dimensions Antecedents and Performance Outcomes, *Journal of Marketing*, 66, (4), 86-111

Homburg, C., Wieseke, J. and Hoyer, W. D. (2009), Social Identity and the Service-Profit Chain, *Journal of Marketing*, 73, (2), 38-54

Hooke, J. (2001), *Emerging Markets – A Practical Guide for Corporations, Lenders and Investors*, John Wiley and Sons.

Hopp, W. and Van Oyen, (2004), Agile Workforce Evaluation: A Framework for Cross- Training and Coordination, *IIE Transactions*, 36, 919- 940.

Hoskisson, R., Eden, L., Lau, C., and Wright, M. (2000), Strategy in Emerging Economies, *Academy of Management Journal*, 43, (3), 249–267

House, R.J., Hanges, P. J., M., Dorfman, P.W. and Gupta, V. (eds) (2004), *Culture Leadership and Organisations: The GLOBE Study of Sixty Two Societies*. Thousand Oaks: Sage

Hunt, S. D. (2010), *Marketing Theory: Foundations, Controversy, Strategy, Resource-Advantage Theory*. Armonk, NY: M.E. Sharpe

IMF (2000), *Globalization: Threat or Opportunity?*, Washington, DC: International Monetary Fund (April), www.imf.org/external/np/exr/ib/2000/041200.htm [Accessed: 17th February, 2016]

Jaworski, B. J. (1988), Toward a Theory of Marketing Control: Environmental Context Control Types and Consequences, *Journal of Marketing*, 52, 23- 29

Jen, H., Anja, I., Klaus, D., and Tönnjes, E. (2017), The Service Profit Chain, A Meta Analytic Test of Comprehensive Theoretical Framework. *Journal of Marketing*, 81, 41- 61

Jerome, A. (2008), Privatization and Enterprise Performance in Nigeria: Case of some Privitized Enterprises. *AERC Research Paper 175, African Economic Research Consortium*. Nairobi

- Jick, T. D. (1979), Mixing Qualitative and Quantitative Methods: Triangulation in Action. *Administrative Science Quarterly*, 24, 602-611.
- Johanson, J. and Mattsson, L. (1987), Inter Organizational Relationships in Industrial Systems – A Network Approach Compared with the Transaction Cost Approach, *International Journal of Management Orientation*, 17, (1), 34-48
- Johns, G. (2006), The Essential Impact of Context on Organizational Behaviour, *Academy of Management Review*, 31, (2), 386–408
- Jones, M. L. (2007), Hofstede- Culturally Questionable, Oxford Business and Economics Conference
<http://ro.uow.edu.au/cgi/viewcontent.cgi?article=1389&context=commpapers>
 [17/02/2017]
- Joseph, B. W. (1996), Internal Marketing Builds Service Quality, *Marketing Review*, 16, (1), 54- 59
- Jyoti, J., Sumeet, K. and Sharma, J. (2017), Impact of Total Quality Services on Financial Performance: Role of the Service profit Chain, *Total Quality Management*, 1- 32
- Kale, S. H. (2007), Internal Marketing: An Antidote for Macau's Labour Shortage. *UNLV Gaming Research and Review Journal*, 11, (1), 1-11.
- Kalkshmidt, T. (2013), Organisational Culture in a Cross- Cultural Context. *Journal of Applied Leadership and Management*, 2, 40- 51
- Kamuche, F. (2013), Human Resource Management in Kenya. In: Budhwar, P S and Debrah, Y A (eds.) *Human Resource Management in Developing Countries*. Cardiff: Routledge. 209- 221

Karatepe, O.M. and Magaji, A.B. (2008), Work-Family Conflict and Facilitation in the Hotel Industry: A Study in Nigeria. *Cornell Hospitality Quarterly*, 49 (4), 395–412

Karatepe, O. M. And Kayode, D. A. (2009), Emotional Dissonance and Emotional Exhaustion among Hotel Employees in Nigeria, *International Journal of Hospitality Management*, 28, 349–358

Katz, D. and Kahn, R. L. (1978), *The Social Psychology of Organisations* (2nd ed.) New York: Wiley.

Khanna, T. and Palepu, K. (1997), Why Focused Strategies May be Wrong for Emerging Markets. *Harvard Business Review* 75, (4), 41–51.

Khanna, T. and Palepu, K., Sinha, J. (2005), Strategies that Fit Emerging Markets. *Harvard Business Review*. 83, 6-15.

Khanna, T. and Palepu, K. (2006), Emerging Giants: Building World Class Companies in Developing Countries. *Harvard Business Review*, Vol. 84, No.10, pp. 60–69.

Khanna, T. and Palepu, K. G. (2010) *Winning in Emerging Markets: A Road Map for Strategy and Execution*. Harvard Business Review Press: Boston, MA.

Khanna, T. and Rivkin, J. (2001) Estimating the Performance Effects of Business Groups in Emerging Markets. *Strategic Management Journal* 22, (1), 45–74.

Kolodko, G. W. (2001), Globalization and Catching-Up: From Recession to Growth in Transition Economies, *Communist and Post-Communist Studies*, 34, 3, (September), 279-322.

Kluckhohn, C. (1951), Values and Value-Orientation in the Theory of Action: An Exploration in Definition and Classification in Towards a General Theory of

Action Talcott Parsons and Edward A Shils eds. Cambridge MA: Harvard University Press 388-433.

Kolodko, G. W. (2002), *Globalization and Catching-up in Transition Economies*, Rochester, NY and Woodbridge, Suffolk, UK: University of Rochester Press.

Kose, M. A., Prasad, E. S., Kogoff, K. S. and Wei, S. J. (2009), *Financial Globalization and Economic Policies*, Washington DC: The Brookings Institution. Working Paper No. 24, April

Knox, S. and Dennison, T. J. (2000), Store Loyalty: Its Impact on Retail Revenue. An Empirical Study of Purchasing Behaviour in the UK, *Journal of Retailing and Consumer Services*, 7, 33-45

Kock, S. (1995), *Kontextens Betydelse Vid Utformningen Av Strategier I Industriella Nätverk*, In: Vest T (Ed): *Studia Economica*. Swedish School of Economics and Business Administration

Korczynski, M. (2002), *Human Resource Management in Service Work*, Palgrave, Basingstoke

Kotter, J. and J Heskett, J. L. (1992), *Corporate Culture and Performance* New York: Free Press.

Kowaleski, S. J., Moretti, L. and McGee, D. (2011), Succession Planning: Evidence from Best Companies in New York, *International Journal of Management and Marketing Research*, 4 (2), 99- 108

Koys, D. J. (2001), The Effects of Employee Satisfaction, Organizational Citizenship Behaviour, and Turnover on Organizational Effectiveness: A Unit-Level, Longitudinal Study, *Personnel Psychology*, 54, (1), 101-114.

Kubicek, A., Bhanugopan, R. and O' Neill, G. (2017), How does Cultural Intelligence Affect Organisational Culture: The Mediating Role of Cross- Cultural Conflict, Ambiguity and Overload. *The international Journal of Human Resources Management*, 28, 1- 25

Kupers, W. K. (1998), Phenomenology of Embodied Productivity in Services, *International Journal of Service Industry Management*, 9(4), 337-358.

Kvale, S. (1996), *Interviews: An Introduction to Qualitative Research Interviewing*. California: Sage Publications

Ladhari, R. (2009), A Review of Twenty Years of SERVQUAL Research, *International Journal of Quality and Service Sciences*, 1, (2), 172-198.

Lainas, M. (1999), Creating a New Culture: The CERT Challenge, Supply Chain Management: *An International Journal*, 4, (5), 226-230

Lam, S. Y., Shankar, V., Krishna, E., and Murthy, B. (2004), Customer Value, Satisfaction, Loyalty, and Switching Costs: An Illustration From a Business-to-Business Service Context, *Journal of Academy of Marketing Science*. 32, (3), 293.

Lau, R. S. M. (2000), Quality of Work Life and Performance – An Ad Hoc Investigation of Two Key Elements in the Service Profit Chain Model, *International Journal of Service Industry Management*, 11, (5), 422–437

Lauren, B. S., Glenn Richey, and Kristy, E. R. (2011), Exploring a New Perspective on Service Efficiency: Service Culture in Retail Organisations, *Journal of Services Marketing*, 25, (3), 215- 228.

Lee, J., Lee, J. and Feick, L. (2001), The Impact Of Switching Costs on the Customer Satisfaction-Loyalty Link: Mobile Phone Service in France, *Journal Of Services Marketing*, 15, (1), 35-48.

Lee, Y. K., Lee, C. K., Lee, S. K., and Babin, B. J. (2008), Festivalscapes and Patrons Emotions, Satisfaction, and Loyalty, *Journal of Business Research*, 61, (1), 56-64.

Lee, J., Abosag, I., and Kwak, J. (2012), The Role of Networking and Commitment in Foreign Market Entry Process: Multinational Corporations in the Chinese Automobile Industry. *International Business Review*, 21, (1), 27-39.

Lenartowicz, T., Johnson, J. (2007), Staffing Managerial Positions in Emerging Markets: A Cultural Perspective, *International Journal of Emerging Markets*, 2, (3), 207-214

Levitt, T. (1983), The Globalization of Markets, *Harvard Business Review*, May-June, 92-102

Liao, H. and Chuang, A. (2007), Examination of Transformational Leadership in Building Long Term Service Relationships. *Journal of Applied Psychology*, 92, (4), 1006 – 1019

Liljander, V. and Strandvik, T. (1995), The Nature of Customer Relationships in Services, *Advances in Service Marketing and Management*, 4, 141-167

Lin, H. H. and Wang, Y. S. (2006), An examination of the determinants of customer loyalty in mobile commerce contexts. *Information and Management*, 43, (3), 271–282

Lings, I.N. (2004). Internal Market Orientation Construct and Consequences. *Journal of Business Research*, 57, (4), 405–413.

Liu, B. S. C., Furrer, O., and Suharsham, D. (2001), The Relationship between Culture and Behavioral Intentions Towards Services

London, T. and Hart, S. (2004), Reinventing Strategies For Emerging Markets: Beyond The Transnational Model. *Journal of International Business Studies*, 35 (5), 350–370.

Lovelock, C. and Wirtz, J. (2011), *Services Marketing, People, Technology, Strategy* (7th Ed) NJ: Prentice Hall

Loveman, G. W. (1998), Employee Satisfaction, Customer Loyalty and Financial Performance, *Journal of Service Research*, 1, 1, 18- 31

Lytle, R. and Timmerman, E. (2006), Service Orientation and Performance: An organizational Perspective, *Journal of Services Marketing*, 20, (2), 136-147.

Mahajan, V. and Banga, K. (2005), *86% Solution: How to Succeed in the Biggest Market Opportunity of the Next 50 Years*. Upper Saddle River, NJ: Wharton School Publishing.

Mak, B. and Sockel, H. (2001), Confirmatory Factor Analysis of IS Employee Motivation and Retention, *Information and Management*, 38, 265-276.

Martensen, A. and Gronholdt, L. (2001), Using Employee Satisfaction Measurement To Improve People Management: An Adaptation Of Kano' S Quality Type, *Total Quality Management*, 12, (7-8), 949-957.

Matzler, K., Fuchs, M. and Schubert, A. K. (2004), Employee Satisfaction: Does Kano' S Model Apply? *Total Quality Management*, 15, (9), 1179-1198,

May, T. (2001) *Social Research: Issues, Methods and Process*, Open University

McSweeney, B. (2002a) Hofstede's Model of National Cultural Differences and Their Consequences: A Triumph of Faith – A Failure of Analysis. *Human Relations*, 55, (11), 89-117.

Merriam, S. B. (2009), *Qualitative Research: A Guide to Design and Implementation: Revised and Expanded from Qualitative Research and Case Study Applications in Education*. San Franscisco: Jossey-Bass.

Meyer, K. (2001). Institutions, Transaction Costs, and Entry Mode Choice in Eastern Europe, *Journal of International Business Studies*, 32, (2), 357–367.

Miles, R. and Snow, C. (1984) Fit, Failure and the Hall of Fame. *California Management Review*, 26, 3, 10- 28.

Miles, M. B. and Huberman, A. M. (1994), *Qualitative Data Analysis: An Expanded Sourcebook 2nd Edition* Thousand Oaks: Sage Publication

Monga, A. B. and Roedder John, D. (2007), Cultural Differences in Brand Extension Evaluation: the Influence of Analytic versus Holistic Thinking. *Journal of Consumer Research*, 33, 529–536.

Mosley, R. (2007), Customer Experience, Organizational Culture and the Employer Brand, *Journal of Brand Management*, 15, 2, 123-134

Mouawad, M. and Kleiner, B. (1996), New Developments in Customer Service Training. *Managing Service Quality*, 6, (2), 49-56

Nasif, E. G., Al-Daeaj, H., Ebrahimi, B., and Thibodeaux, M. S. (1991), Methodological Problems in Cross-Cultural Research: An Update. *Management International Review* 31, (1), 79.

National Bureau of Statistics: Nigerian Gross Domestic Product Report: Quarter One: <http://nigerianstat.gov.ng/report/394> [Accessed 08/05/2014]

Nduka, O. (1961), *Western Education and Nigerian Cultural Background* London: Oxford University Press

Nevling, H. R. (1992), Performance Appraisals: Never Mind the Boss, Please the Customer. *Health Manpower Management*, 18, (4), 14–17.

Ngo, H., Turban, D., Lau, C. and Lui, S. (1998), Human Resource Practices and Firm Performance of Multinational Corporations: Influences of Country Origin. *The International Journal of Human Resource Management*, 9, (4), 632-652

Ngwoke, E. (2005) *The Eucharist and Social Responsibility towards the Poor*. Enugu: Snaap Press Ltd

Njoku, L. (2011) "Parents Lose Confidence in Enugu's Public Primary School", *The Guardian*, P. 45.

Noble, C. H., Sinha, R. K., and Kumar, A. (2002), Market Orientation and Alternative Strategic Orientations: A Longitudinal Assessment of Performance Implications, *Journal of Marketing* 66,(4), 25-39

O'Cass, A. and Ngo, L. V. (2007), Market Orientation versus Innovative Culture: Two Routes to Superior Brand Performance, *European Journal of Marketing*, 41, (7/8), 868-887

Ogunniyi, M. B. (1989), Traditional African Culture and Modern Science. In P. Ekeh and Ashiwaju (Eds), *Nigeria since Independence: The First Twenty-five Years*. Volume vii, Lagos, Heineman Educational Books

Ogunro, V. O. (2014), Nigeria's Business Environment: Issues and Prospects, *International Journal of Academic Research in Business and Social Sciences*, 4, (4), 132- 138

Ojo, O. (2009), Impact Assessment of Corporate Culture on Employee Job, *Journal of Business Intelligence*, 2/2, 389-37

Olie, R. (1995), The Culture Factor in Personnel and Organization Policies. *International Human Resource Management: An Integrated Approach*. A Harzing and V R J London, Sage Publications, 124-143

Oliver, R. L. (1997), *Satisfaction: A behavioural Perspective on Consumers*. New York: McGraw-Hill.

Oliver, R. L. (1999), Whence Consumer Loyalty? *Journal of Marketing*, 63, 33-44.

Orton, J. D. (1997), From Inductive to Iterative Grounded Theory: Zipping the Gap between Process Theory and Process Data. *Scandinavian Journal of Management*, 13, 419-438.

Onyali, C. I. and Okafor, T. (2014), Foreign Direct Investment and the Nigerian Economy: Vision 2020 Mission. *International of Business and Management*, 8, (16), 349- 355

Ooncharoen, N. and Ussahawanitchakit, P. (2008), Building Organizational Excellence and Business Performance of Hotel Business in Thailand: Effects of Service Culture and Organizational Characteristic, *International Journal of Business Research*, 8, 3, 13-26.

Ostrom, A., Bitner, M., Brown S., Burkhard, K., Goul, M., Smith-Daniels, V. (2010), Moving Forward and Making a Difference: Research Priorities for the Science of Service. *Journal of Service Research* 13 (1), 4-36.

O'Reilly, C. A. and Chatman, J. A. (1996), Research in Organisational Behaviour – Jai Press Ltd

Orellano, T. and Miller J. A. "Succession Planning: Lessons from Kermit the Frog." <http://shrm.org/whitepapers/documents/61203>. [Accessed, March, 2017]

Ottensmeyer Michael and Jeurgens Gnoth (2005), How to Develop Successful Hospitality, *Cornell Hotel and Restaurant Administration Quarterly*, 4, (2), 205-222

Ovadije, F. and Ankomah, A. (2013) Human Resource Management in Nigeria. In: Budhwar, P. S. and Debrah, Y. A. (eds.) *Human Resource Management in Developing Countries*. Cardiff: Routledge. 174-189

Parasuraman, A., Zeithaml, V. A., and Berry, L. L. (1988), SERVQUAL: A Multiple Item Scale for Measuring Consumer Perceptions of Service Quality, *Journal of Retailing*, 64, (1), 12-40

Parish, J. T., Berry, L. L. and Lam, S. Y. (2008), The Effect of the Servicescape on Service Workers, *Journal of Service Research*, 10, (3), 220- 238

Parkhe, A. (1993), "Messy" Research, Methodological Predispositions, and Theory Development in International Joint Ventures. *Academy of Management Review*, 18, 227-268.

Patton, M. Q. (1990), *Qualitative Evaluation and Research Methods*, SAGE Publications, inc.

Peng, M. W. (2003), Institutional Transitions and Strategic Choices, *Academy of Management Review*, 28, 275- 296

Peng, M. W. (2009), *Global Business*, Cincinnati: South-Western Cengage Learning.

Perry, C. (1998), A Structured Approach for Presenting Theses. *Australasian Marketing Journal (AMJ)*, 6, 63-85.

Perry, C. and Jensen, O. Approaches to Combining Induction and Deduction in One Research Study. Conference of the Australian and New Zealand Marketing Academy, Auckland, New Zealand, 2001.

Peters, T. J. and Waterman, R. H. (1982), *In Search of Excellence: Lessons from America's Best-Run Companies* Harper and Row New York NY

Peteraf, M. A. (1993), The Cornerstones of Competitive Advantage: A Resource-Based View, *Strategic Management Journal*, 14, (3), 179–191

Pettigrew, A. M. (1985) Contextualist Research: A Natural Way to Link Theory and Practice. *Doing Research that is useful in Theory and Practice*, 222-273.

Pettigrew, A. M. (1990), Longitudinal Field Research on Change: Theory and Practice. *Organization Science*, 1, 267-292.

Pettigrew, A. M. (1997), What is a Processual Analysis? *Scandinavian Journal of Management*, 13, 337-348.

Pfeffer, J. and Veiga, F. J. (1999), Putting People First for Organisational Success, *Academy of Management Executive*, 13, (2), 37- 48

Pillania, R. K. (2008), “India’s interest in Africa’s Oil”, *Africa Age*, January

Pitts, D. W. and Wise, L. R. (2010) Workforce Diversity in the New Millennium: Prospects for Research. *Review of Public Personnel Administration*, 30(1), 44-69. Available from: <http://rop.sagepub.com/content/30/1/44> [Accessed November, 2016]

Prahalad, C. and Hammond, C. (2002), Serving the World’s Poor Profitably, *Harvard Business Review*, 80, 48–58.

Punjaisri, K., Heiner, E., Alan, W. (2009), Internal Branding: An Enabler of Employees Brand-Supporting Behaviours, *Journal of Service Management*, 20, (2), 209 - 226

Ragin, C. C. (1987), *The Comparative Method. Moving Beyond Qualitative and Quantitative Strategies*. Berkeley, Los Angeles and London: University of California Press

Ramamurthi, R. and Jitendra, S. (2009), *Emerging Multinationals in Emerging Markets*, Cambridge, UK: Cambridge University Press.

Redpath, L. (1997), A Comparison of Native Culture, Non-Native Culture and New Management Ideology. *Revue Canadienne des Sciences de l'Administration* 14, (3), 327

Reichheld, F. (1996), *The Loyalty Effect*, Boston: Harvard Business School Press

Reichheld, F. and Scheffer, P. (2000), E-Loyalty, *Harvard Business Review*, 78, (4), 105-113.

Reichheld, F. (2001), *The Loyalty Effect: The Hidden Force behind Growth, Profits and lasting Value*. Harvard Business Press.

Robson, C. (2002), *Real World Research: A Resource for Social Scientists and Practitioner-Researchers*, Blackwell Publishers

Rokeach, M. (1968), *Beliefs Attitudes and Values* San Francisco: Jossey-Bass

Ross, D. N. (1999), Culture as a Context for Multinational Business: A Framework for Assessing the Strategy-Culture Fit. *Multinational Business Review*, 7, (1), 13.

Roth, A. V. and Jackson, W. E. (1995), Strategic Determinants of Service Quality and Performance: Evidence from the Banking Industry, *Management Science*, 41, (11), 1720-1733

Rousseau, D. (1985), Issues of Level in Organisational Research: Multilevel and Cross-Level Perspectives. *Research in Organisational Behaviour*, Cummings, L. L. and B. M. Staw, Greenwich CT JAI Press

Russ- Eft, D. (2004), Customer Service Competencies: A Global Look, *Human Resource Development International*, 7, (2), 211-231

Sackmann, S. A. (1991), *Cultural Knowledge in Organisations, Exploring the Collective Mind*. Newbury Park, CA: Sage.

Saffold, G. S. (1988), Culture Traits Strength and Organisational Performance: Moving Beyond Strong Culture. *Academy of Management Review*, 13, 546-558.

Sandelowski M. (1986), The Problem of Rigor in Qualitative Research. *Advances in Nursing Science*, (8), 27 – 37.

Sanni, M. R. (2009), The Influence of the Economy on Hospitality Industry in Nigeria. *Ethiopian Journal of Environmental Studies and Management*, 2, (1), 29- 34

Saura, I., Contri, G., Taulet, A., and Velazquez, B. (2005), Relationships among Customer Orientation, Service Orientation and Job Satisfaction in Financial Services, *International Journal of Service Industry Management*, 16, (5), 497-525.

Schaufeli, W. B., Bakker, A. B., and Salanova, M. (2006), The Measurement of Work Engagement with a Short Questionnaire: A Cross-National Study. *Educational and Psychological Measurement*, 66, 701-716.

Schein, E. H. (1990) Organisational Culture, *American Psychologist*, 45, (2), 109-119.

Schein, E. H. (1986) Culture: The Missing Concept in Organisation StudiesII, *Administrative Science Quarterly*, 41, 229–240

Schein, E. H. (1985), Organisational Culture and Leadership San Francisco CA: Jossey-Bass.

Schein, E. H. (1991), Organisational Culture and Leadership 2nd ed. San Francisco CA: Jossey-Bass

Schneider, B. (1987), The People Make the Place, *Personnel Psychology*, 40, 437- 454.

Schneider, B. and Bowen, E. (1993), The Service Organization: Human Resources Management is Crucial, *Organizational Dynamics*, 21, 39–53.

Schneider, B. and Bowen, D. E. (1995), Winning the Service Game. Boston: Harvard Business School Press.

Schneider, B. and Goldstein, H. W. (1995), The ASA Framework: An Update, *Personnel Psychology*, 48, (4), 747-773.

Schneider, B., White, S., and Paul, M. C. (1998), Linking Service Climate and Customer Perceptions of Service Quality: Test of a Causal Model. *Journal of Applied Psychology*, 83, (2), 150–163

Schneider, B., Wheeler, J. K. and Cox, J. E. (1992), A Passion for Service: Using Content Analysis to Explicate Service Climate Themes. *Journal of Applied Psychology*, 77, (5), 705–716.

Schneider, B., Macey, W. H., Lee, W. C., and Young, S. A. (2009), Organisational Service Climate Drivers of the American Customer Satisfaction Index (ACSI) and Financial and Market Performance, *Journal of Service Research* 12, (1), 3-14

Schuler, R. S. and Huber, V. L. (1990), *Personnel and Human Resource Management* (4thEd.), St. Paul MN: West Publishing Company

Schulten, T. and Bispinck, R. (2014), Wages, Collective Bargaining and Economic Development in Germany. Towards a More Expansive and

Shiu Yung- Ming and Tsu- Wei Yu (2010), Internal Marketing, Organisational Culture, Job Satisfaction, and Organisational performance in Non- Life Insurance. *The Service Industries Journal*, 30, (6), 793- 809
Solidaristic Development? WSI Discussion Paper 191. Available at: http://www.boeckler.de/wsi_6420.htm?produkt=HBS-005949 [Accessed 21/02/2017]

Schwartz, S. H. (1999), A Theory of Cultural Values and Some Implications for Work. *Applied Psychology*, 48, (1), 23-47

Seibert, J. and Lingle, J. (2007), Internal Customer Service: Has it improved, *Quality Progress*, 40, (3), 35 – 40

Severt, E. (2002), The Customer's Path to Loyalty: A Partial Test of the Relationships of Prior Experience, Justice, and Customer Satisfaction, Doctoral Thesis, Faculty of the Virginia Polytechnic Institute and State University (EEUU).

Seale, C. (1999), Quality in Qualitative Research. *Qualitative inquiry*, 5, 465-478.

Seale, C. and Silverman, D. (1997), Ensuring Rigour in Qualitative Research. *European Journal of Public Health*, 7, 379-384.

Silverman, D. (2001), *Interpreting Qualitative Data, Methods for Analysing Talk, Text and Interaction* (2nd ed.), London: Sage Publication Inc.

Silvestro R and Cross S (2000), Applying the Service Profit Chain in a Retail Environment: Challenging the Satisfaction Mirror, *International Journal of Service Industry Management*, 11, (3), 244- 268

Sierra, J. and McQuitty, S. (2005), Service Providers and Customers: Social Exchange Theory and Service Loyalty. *Journal of Services Marketing*, 19, (6), 392-400

Silvestro, R. (2002), Dispelling the Modern Myth: Employee Satisfaction and Loyalty Drive Service Profitability, *International Journal of Operations and Production Management*, 22, (1), 30–49.

Sirdeshmukh, D., Singh, J., and Sabol, B. (2002), Consumer Trust, Value, and Loyalty in Relational Exchanges, *Journal of Marketing*, 66(January), 15-37

Sharp, J., Hides, M., Bamber, C. and Castka, P. (2000), Continuous Organizational Learning through the Development of High Performance Teams, Proceedings of International Conference on Systems Thinking in Management, Geelong

Sharyn Rundle-Thiele, (2005) Exploring Loyal Qualities: Assessing Survey-Based Loyalty Measures, *Journal of Services Marketing*, 19, (7), 492-500

Sheth, J. N. and Mittal, B. (1996), A Framework for Managing Customer Expectations, *Journal of Market Focused Management*, 1, (2), 137–58

Sheth, J. N. (2008), *Chindia Rising: How China and India Will Benefit Your Business*. Delhi: Tata/McGraw Hill

Sheth, J. N. (2011), Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices, *Journal of Marketing*, 75, 166–182.

Shoobridge, G. E. (2006) Multi-ethnic Work Force and Business Performance: Review and Synthesis of the Empirical Literature". *Human Resource Development Review*, 5, 92-137. Available from: <http://hrd.sagepub.com/cgi/content/abstract/5/92> [Accessed November 2016]

Shook, J. (2010), How to Change a Culture: Lessons From NUMMI. *Sloan Management Review*, 5, (2), 63–68

Skalen, P. and Tore, S. (2005), From Prescription to Description: A Critique and Reorientation of Service Culture, *Managing Service Quality*, 15, (3), 230- 244

Skalen P., Aal, K. and Edvardsson, B. (2015), Co-Creating the Arab Spring: Understanding transformation of service systems in contention. *Journal of Service Research*, 18, (3), 250-264.

Slack, N. and Lewis, M. (2011), *Operations Strategy*, 3rd ed. Pearson Education Limited. Harlow, England

Snape, D. and Spencer, L. (2003), The Foundations of Qualitative Research, In Ritchie, J. and Lewis, J. (Eds) *Qualitative Research Practice: A Guide for Social Science Researchers and Students*, Sage Publications Ltd, London

Sobh, R. and Perry, C. (2006), *Research Design and Data Analysis in Realism*

Research. *European Journal of Marketing*, 40, 1194-1209.

Soludo, C. (2009), Global Financial And Economic Crisis: How Vulnerable Is Nigeria? The World Bank Report, (2010), Building Institution for Markets, World Bank Development Report

Sondergaard, M. (1994), Hofstede's Consequences: A Study of Reviews, Citations and Replications. *Organization Studies*, 15, (3), 447

Sopow Eli (2007), The Impact of Culture and Climate on Change: Distinguishing between Culture and Change to Change the Organisation. *HR Learning and Organisational Studies*, 6, (2), 20- 23

Spinelli, M. A. and Canavos, G. C. (2000), Investigating the Relationship between Employee Satisfaction and Guest Satisfaction. *Cornell Hotel and Restaurant Administration Quarterly*, 41, (6), 29–33

Stake, R. E. (1995), *The Art of Case Study Research*, Sage, Thousand Oaks

Storbacka, K., Strandvik, T., and Gronroos, C. (1994), Managing Customer Relationships for Profit-The Dynamics of Relationship Quality, *International Journal of Service Industry Management, Special Issue on Relationship Marketing*, 5, (5), 21- 38

Steen, M., (2013), Co-design as a Process of Joint Inquiry and Imagination, Massachusetts Institute of Technology, *Design Issues*, 29, (2), 174- 198

Stern, I., Dukerich, J., and Zajac, E. (2014) Unmixed Signals: How Reputation and Status Affect Alliance Formation. *Strategic Management Journal* 35, (4), 512-531.

Sem Pane, M., Rieger, H., and Roodt, G. (2002), Job Satisfaction in Relation to Organizational Culture, *South African Journal of Industrial Psychology*, 28, (2), 23-30.

Stephen, C., and Bowley, C. (2007), Using Training and Development to Affect Job Satisfaction within Franchising, *Journal of Small Business and Enterprise Development*, 14, (2), 339- 352

Sumukadas, N. and Sawhney, R. (2004), Workforce Agility through Employee Involvement, *IIE Transactions*, 36, 1011- 1021

Sustainability Think-Tank (2008), Definition of Emerging economies, available at: www.sustainability.com/insight/article.asp?id¼266 [Accessed March, 2014].

Susskind, A. M. and Chan, E. K. (2000), How Restaurant Features Affect Check Averages, *Cornell Hotel and Restaurant Administration Quarterly*, 42, (6), 56-63.

Sussman, M. and Vecchio, R. P. (1982), A Social Influence Interpretation of Worker Motivationll *Academy of Management Review*, 7, (2), 177-186.

Swart, J. and Kinnie, N. (2010), Organisational Learning, Knowledge Assets and HR Practices in Professional Service Firms. *Human Resource Management Journal*, 20, (1), 64-79.

Taiwo, S. F. (2015), Effects of Whistle Blowing Practices on Organisational Performance in the Nigerian Public Sector: Empirical Facts from Selected Local Governments in Lagos and Ogun States, *Journal of Marketing and Management*, 6 (1), 41- 61

Taneja, S., Sewell, S. S., Odom, R. Y. (2015), A Culture of Employee Engagement: A Strategic Perspective for Global Managers, *Journal of Business Strategy*, 36, (3), 46-56

Tedlow, R.S., and Abdelal, R. (2003), Theodore Levitt's, The Globalization of Markets: An Evaluation after Two Decades, Working Paper, Harvard Business School, Boston, No. 03-082.

Ticehurst, G. W., and Veal, A. J. (2000) *Business Research Methods: A*

Managerial Approach, Longman.

The Economist (2016): Emerging Markets, Reversal of Fortunes, November, p.6

Thomas, A. B. (2004), *Research Skills for Management Studies*, London: Routledge

Thomas, A. S., and Mueller, S. L. (2000), A Case for Comparative Entrepreneurship: Assessing the Relevance of Culture. *Journal of International Business Studies*, Second Quarter 31, (2), 287–299

Tong, T., Reuer, J., Peng, M. W. (2008), International joint Ventures and the Value of Growth Options. *Academy of Management Journal*, 51, (5), 1014-1029

Trice, H. M. and Beyer, J. M. (1993), *The Cultures of Work Organisations* Englewood Cliffs NJ Prentice-Hall

Tsui, A. S., Nifadkar, S. S., and Ou, A. Y. (2007), Cross-National, Cross-Cultural Organizational Behaviour Research: Advances, Gaps, and Recommendations, *Journal of Management*, 33, (3), 426–478

Turner, P. (2008), Financial Globalization and Emerging Market Capital Flows, Basel: Bank for International Settlements. BIS Paper No. 44, December

Uma, K., and Eboh, E. (2013), Corruption Economic Development and Emerging Markets: Evidence from Nigeria, *Asian Journal of Management Sciences and Education*, 2, (3), 56- 67

Van den Berg, P. T., Wilderom, C. P. M. (2004), Defining, Measuring, and Comparing Organisational Cultures. *Applied Psychology: An International Review* 53, (4), 570-582

Vargo, S. L. and Lusch, R. F. (2004), Evolving to a New Dominant Logic for Marketing, *Journal of Marketing*, 68, 1-17

Velnampy, T. and Sivesan, S. (2012), Impact of Customer Relationship Marketing on Customer Value Creation in Mobile Service Providers – A Sri Lankan Experience. *Herald Journal of Marketing and Business Management*, 1 (1), 16 – 21

Vigolo, V., Bonfanti, A., Magliocca, P., and Kirakosyan, K. (2016), Corporate Culture and Firm Performance: A Service – Oriented Perspective, *International Journal of Managerial and Financial Accounting*, 8, (2), 109- 123

Viswanathan, M., Rosa, J., and Ruth, J. (2010), Exchanges in Marketing Systems: The Case of Subsistence Consumer Merchants in Chennai, India, *Journal of Marketing*, 74, 1–18

Waber B., Magnolfi J., and Lindsay G. (2014), Workspaces that Move People. *Harvard Business Review*, 92, (10), 68- 77

Wainer, H., and Braun, H. I. (1988), *Test Validity*, Hilldale, NJ: Lawrence Erlbaum Associates

Ward, P. T. and Duray, R. (2000) Manufacturing Strategy in Context: Environment, Competitive Strategy and Manufacturing Strategy. *Journal of Operations Management*, 18, 123-138

Waterman, H. (1998), Embracing Ambiguities and Valuing Ourselves: Issues of Validity in Action Research. *Journal of Advanced Nursing*, (28), 101 – 105

Watson, S. and D'Annunzio-Green, N. (1996), Implementing Cultural Change through Human Resources; The Elusive Organizational Alchemy? *International Journal of Contemporary Hospitality Management*, 8, (2), 25-30.

Webster, C. (1995), Marketing Culture and Marketing Effectiveness in Service Firms, *Journal of Services Marketing*, 9, (2), 6-21

Wendelin, R. (2007), *A Framework for Understanding the Nature and Change of Bonds in Business Relationships – Cases from The Truck Producing Industry* in Andrea L. D. and Karen, A. M. (eds), Proceedings of the AMA (American Marketing Association) Winter Educators' Conference - Marketing Theory and Applications Volume 18, CD-ROM, ISBN 0-87757-324-7

Westover, J. H. and Taylor, J. (2010), International Differences in Job Satisfaction: The Effects of Public Service Motivation, Rewards and Work Relations, *International Journal of Productivity and Performance Management*, 59, (8), 811 – 828

Whelan, C. (2016), Organisational Culture and Cultural Change: A Framework Perspective, *Australian and New Zealand Journal of Criminology*, 49, (4), 583-599

Wilder, K., Collier, J. and Barnes, D. (2014), Tailoring Customer's Needs. Understanding How to Promote an Adaptive Service Experience with Frontline Employees. *Journal of Service Research*, 17, (4), 446- 459

Wilson, D. and Mummalaneni, V. (1986), Bonding and Commitment in Buyer-Seller Relationships: a Preliminary Conceptualisation, *Industrial Marketing and Purchasing*, 3, 44-59

Woodhouse, L. D., and Livingwood, W. C. (1991), Exploring the Versatility of Qualitative Design for Evaluating Community Substance Abuse Protection projects. *Qualitative Health Research*, 1, (4), 434—445

World Bank (2010), *World Development Indicators*, Retrieved from http://data.worldbank.org/data-catalog/world-development-indicators?cid=GPD_WDI. [Accessed: 19th February, 2014]

World Economic Forum. (2010). *The Global Competitiveness Report 2010-2011*. Geneva, Switzerland: SRO-Kundig. Retrieved from <http://www.weforum.org/reports>. [Accessed: 14th February, 2014]

Wright, T. A. and Bonett, D. G. (2007), Job Satisfaction and Psychological Well-Being as Non additive Predictors of Workplace Turnover, *Journal of Management*, 33, 141-60

Wu Lei-Yu, (2010), Applicability of the Resourced- Based and Dynamic-Capability Views Under Environmental Volatility, *Journal of Business Research*, 63, (1), 27- 31

Xing, Y., Liu, Y., Tarba, S. Y., and Cooper, C.L., (2016), Intercultural Influences on Managing African Employees of Chinese Firms in Africa: Chinese Manager's HRM Practices. *International Business Review*, 25, (1), 28- 41

Yang, C. C. (2003), Establishment and Applications of the Integrated Model of Service Quality Measurement, *Managing Service Quality*, 13, (4), 310 – 324

Yang, Y. (2008), The Roles of Human Resources, Information Technology, and Marketing Knowledge Capabilities in Performance: An Extension of the Resource-Based Theory Perspective. *Social Behaviour and Personality: An International Journal*, 36, (9), 1269-1282

Yin, R. K. (2003), *Applications of Case Study Research*, 2nd Edition, Thousand Oaks: Sage Publications

Yin, R. K. (2008) *Case Study Research: Design and Methods*, Thousand Oaks: Sage Publications.

Yin, R. K. (2009), *Case Study Research, Design and Method*, 4th Edition, London: Sage Publications Ltd

Ying, H., Liao, H., Jia, H., and Kaifeng, J., (2013), Missing Link in the Service Profit Chain; A Meta Analytic Review of the Antecedents, Consequences and Moderators of Service Climate. *Journal of Applied Psychology*, 98, (2), 237- 267

Yeung Wai- chung Henry (1997), Critical Realism and Realist Research in Human Geography: A Method or a Philosophy in Search of a Method. *Progress in Human Geography*, 21, (1), 51- 74

Yoon, M. H. and Suh, J. (2003), Organisational Citizenship Behaviours and Service Quality as External Effectiveness of Contact Employees, *Journal of Business Research*, 56, 597– 611

Yukl, G. A. and Becker, W. S. (2006), Effective Empowerment in Organizations, *Organisation Management Journal*, 3, (3), 210-231.

Zeithaml, V., Bitner, M., and Gremler, D. (2009), Services Marketing: Integrating Customer Focus Across The Firm (5th Ed.): McGraw-Hill, Boston.

Zerbe, W., Dobni, D., Harel, G. (1998), Promoting Employee Service Behaviour: The Role of Perceptions of Human Resource Management Practices and Service Culture, *Canadian Journal of Administrative Sciences/Revue Canadienne Des Sciences De l'Administration*, 15, (2), 165-179

Zhang, J. (2009), The Effect of Advertising Appeals in Activating Self- Construal, *Journal of Advertising*, 38, 63–81

Zikmund, W. (2000), Exploring Marketing Research. Applied Social Research Methods Series (7th ed.), 5, Sage Publications, California, USA

Zinkhan, G. A. and Hirschheim, R. (1992), Truth in Marketing Theory and Research: An Alternative Perspective, *Journal of Marketing*, 56, 80–88.

Zohar, D. and Luria, G. (2005), A Multilevel Model of Safety Climate: Cross-Level Relationships between Organisation and Group-Level Climates, *Journal of Applied Psychology*, 90, 616-628.

Appendix 1

Interview Guide

Maintenance/ IT Department

- ✓ Are there any specific workplace design features that stand out, that perhaps lend the effective delivery of your services?
- ✓ What are these and how do these impact upon service delivery?
- ✓ What sorts of strategies are used by your organisation/ maintenance department function that ensure that the work place is designed to match your service delivery?

Human Resources Department

- ✓ Are there any specific features of job structures, task and roles that stand out, that perhaps lend the effective delivery of your services?
- ✓ What are these and how do these impact upon service delivery?
- ✓ What sorts of strategies are used by your organisation/ HR function that ensure that the work roles of your staff are designed to match your service delivery?
- ✓ Are there any specific employee selection and development features that stand out, that perhaps lend the effective delivery of your services?
- ✓ What are these and how do these impact upon service delivery?

- ✓ What sorts of strategies are used by your organisation/ HR function that ensure that employee selection and development of your staff are designed to match your service delivery?

- ✓ Are there any specific employee reward and recognition features that stand out, that perhaps lend the effective delivery of your services?

- ✓ What are these and how do these impact upon service delivery?

- ✓ What sorts of strategies are used by your organisation/ HR function that ensure that employee reward and recognition of your staff are designed to match your service delivery?

Customer Services Department

- ✓ Are there any specific employee skills and tools to serve customers features that stand out, that perhaps lend the effective delivery of your services?

- ✓ What are these and how do these impact upon service delivery?

- ✓ What sorts of strategies are used by your organisation/ HR function that ensure that employee skills and tools to serve customers are designed to match your service delivery?

Appendix 2



27th July, 2015

To The Head of Human Resources
Standard Chartered Bank, 124
Ahmadu Bello Way, Victoria Island,
Lagos

Dear Sir/Ma,

Request for Interviews in Your Organisation

I am a PhD student at the University of Bradford, School of Management, in the United Kingdom. I am presently researching for a Doctor of Philosophy Degree and as an essential part of my research I am presently collecting data about the process of how foreign owned banks transfer their service culture from a developed market to their subsidiary in an emerging market like Nigeria.

This research intends to advance our understanding of how divergent environmental and market conditions affect the transfer of service culture across national borders, which might also affect how employees perceive and understand work, what they expect from it, their approach to it, and the way in which they are expected to be treated. More specifically, the objective of this research will be to understand how the unique environmental settings in Nigeria affect the design and implementation of elements such as workplace design, job description, employee selection and development, rewards and recognition systems and tools to serve customers. As such, the perception of your employees with regards to how these elements are designed and implemented will be explored. This is because these elements affect the relationship employees have towards their jobs, colleagues, customers and the organisation.

In addition, the result of this research can be beneficial to your organisation as it will grant the management of your organisation the ability to find areas which might need further improvement, in order to ensure high productivity of your employees and effective service delivery to your customers.

Accordingly, I will be conducting interviews as part of my research to generate data from the perspective of employees. The interviews will be held with staff of customer services, human resource management, IT services, and facility services. The interviews will last for approximately one hour and will take place in a secured place at the bank. The interview questions will cover the design and implementation of elements such as work design, job design, reward and motivation, selection and development and tools to serve customers.

 University of Bradford
Emm Lane
Bradford
West Yorkshire
BD9 4JL, UK

 +44 (0) 1274 234393
 management@bradford.ac.uk
 www.bradford.ac.uk/management



Appendix 3

14th July 2015

Consent Statement

Researcher: Joseph Maidugu.

Title of the Research: Investigating the Transfer of Service Culture from the Headquarters of a Service Firm in a Developed Market to its Subsidiaries in Emerging Markets- A Case of Foreign Owned Service Firms in Nigeria

Thank you for participating and sharing your experiences of how your organisation design and implement elements such as work design, job design, employee selection and development, employee reward and recognition and tools to serve customers, that facilitates the transfer of service culture from the headquarters of your organisation to its subsidiary (your branch). Please read through the following statements and questions and indicate your response to each question. This is important as both you and I need to be clear what elements of the research you are agreeing to take part in so that I can be sure that you are fully informed about the purposes of the project.

NO.	STATEMENT	YES	NO
1	I have read all of the accompanying information about the study.		
2	I understand that I can contact Joseph to ask questions about the research and my involvement if I feel I need to.		
3	I understand that I can withdraw from the research at any stage before the final write-up. I do not have to give a reason and providing it is before the stated date none of my account will be used in the research.		

4	I understand that my response will be saved in a secure place and that only Joseph will have access for the duration of the research and that this and any paper copies will be destroyed once the research is written up and completed.		
5	I understand that identifying information about me will be removed from my response and every attempt will be made to ensure my anonymity.		
6	I understand that my response may be reproduced in the research dissertation and this may be read by others in its anonymous form and may be published later		
7	I, (YOUR NAME), give my consent to take part in the research by responding to the questions from the researcher.		

Date:

Name:

Appendix 4

Observation (Field Notes)

During the course of this researcher's interview, the researcher also made had observations, thus field notes were taken in certain areas within both hotels (Heaven hotel Abuja and Healthy suites Abuja), where the interviews were conducted. However for the purpose of clarity the researcher will provide a clear picture of events as observed in both organisations separately and will begin with Heaven hotel Abuja, which is considered case A in this study.

Heavens hotel Abuja

The venue for most of the interviews conducted in Heavens hotel Abuja was at the human resource department, and this was facilitated by a supervisor in the human resource department. The building that housed the human resource department had a main entrance and opposite the main entrance were three other doors, the researcher observed the inscription on the first door which read "Prayer room", because this caught the attention of the researcher, he requested for permission to have a look inside the room and permission was granted by the facilitator. Inside the prayer room were twenty eight tables, chairs, and computers neatly arranged in rows, the room also had air conditioning systems which provided a comfortable room temperature. In this room was also a pulpit which was stood in the front of the chairs and tables. The room had a comfortable temperature. After a few minutes my facilitator walked up to me, smiled and said to me this is room is for our Christian faithful's to observe their prayer and other gatherings. Similarly a demonstration of how the selection process works was also made to the researcher. Specifically the facilitator provided the researcher with a soft copy of the guarantor form often given to staff who have recently been requited by the hotel. New staffs are expected to request religious leaders of high standing in the society to fill such form on his/ her behalf. This is to guarantee good behaviour from such staff. The facilitator also brought a copy of the Bible and Quran and noted every new team member is expected to swear an oath of allegiance to the hotel with either of the Holy books. This is to guarantee commitment and loyalty to the hotel, as well as enhance integrity of team members. The researcher further requested to know why the hotel seeks commitment through religious leaders. The facilitator noted this is because people in Nigeria are more committed towards their religion and the leadership of such religions.

Away from prayer room is the capacity building room, in the human resources office. The capacity is an open planned space but fully furnished with tables, executive chairs, and computers, two air conditioning systems that provided a

comfortable room temperature, scanners, printers, telephones and cabinets, all the furniture's were well spaced from each other. Every staff in the capacity room had an allocated executive chair and table. It was observed by this researcher members of staff were taught by experts of different nationalities. That further raised the inquisitiveness of the researcher who asked who these experts were. The facilitator noted that these were accredited consultants sent from the headquarters of the hotel to provide trainings to members of the engineering department. He further noted these consultants provided regular trainings to enhance the skills and knowledge of team members so as to enable them accomplish their tasks in the hotel.

The researcher also conducted some interviews at the customer services unit of the hotel. Here the researcher made some observations at the foyer of the hotel before proceeding into the office. The foyer is an open space with the customer service desk on one side. On the other side were a body scanner and a luggage scanner with security agencies such as the police, the military and the officials of the department of state services sat behind the scanners. Behind the customer service desk were a number of wall clocks displaying different times of major cities around the world. The customer service desk also had two computers; a payment card reader and a printer, there were other personal effects on the desk. Beside the front desk was also two medium fire extinguishers, a first aid box and a reeling hose, all hung on the wall. Stood beside the front service desk is a man clad in a smart jacket and a trouser, he is known as the duty manager. The duty also wore a badge on his chest with his name and the logo of the hotel crested on the badge. The badge also had the inscription "Duty Manager" on it. The duty manger could be seen smiling and exchanging pleasantries with guests and customers. The duty manger could also be seen walking towards some of the staff stood at every pillar in the foyer and spoke with all of them.

All staff around the foyer wore different traditional attires which reflected Nigeria's cultural diversity. Two of the staff also known concierge stood at the main entrance of the hotel and constantly smiled and exchanged pleasantries with customers and guests who approached the main entrance. Also stood by the customer service desk are the journey ambassadors and as observed these staff constantly engaged the guests in conversations, at the end of the checking in and out process, these journey ambassadors also walked with the guests towards their rooms and often called on the concierge with the trollies to help the guests with their luggage.

Despite the different Nigerian attires worn by the staff at the foyer, all the staff wore a badge on their chest, with their names and the logo of the hotel fully inscribed on it. It was further observed some staff wore a badge with a nine and a ten clearly printed on them. Also staff constantly brought out a blue glossy leaflet from their pockets and had a glance at intervals. In addition guests

consistently interacted with members of staff at the foyer and in most cases it was observed the staff pointed towards different directions and sometimes walked with the guests for some distance.

The researcher also observed the guests service assistants on the front desk smiled and identified most guests who had walked towards the front desk. The researcher could hear the guest's service assistants exchanging pleasantries and address the guests with their tittles and called their first names out even before the guest had made a formal presentation of an identity card. Some staff of the front desk could also be seen in deep conversations with the guests, staff could be seen listening attentively to what the guests are saying and asking the guests questions as well.

The customer services department had a similar setting to the human resource department. This was also a well arranged open space with executive chairs, tables, cabinets, air- conditioning systems which provided comfortable room temperatures, cabinets, computers, telephone sets and a printer. Every staff of the department also had an allocated executive chair, table, telephone set, cabinet and a computer. Every staff also wore a badge on their chest with their names and the logo of the hotel inscribed on it. All the staff always smiled and related well with each other. The staff also called each by first names, however when addressing the manager, the staff used such phrase as oga, sir, and boss. This also prompted this researcher to probe further. The facilitator noted this is because in Nigeria you can't call your boss by his/ her first name as it is a sign of disrespect. Therefore in order to enhance a collaborative and good working relationship with the manager, members are allowed to use such phrases in the hotel.

Adjacent to the door leading to the customer services department is a door and on that door was boldly crested "Engineering department". The researcher also conducted interviews in the engineering department. This department also were well arraigned tables and executive chairs, and hung on the walls were air-conditioning systems which provided comfortable room temperatures. There is also a writing board on one side of the wall, names of drivers, and registered number plates of coaches, time of departure / arrival and routes. A request was made by this researcher to know the exact nature of the information on the board. The facilitator noted the board provides information on the shuttle buses provided to team members by the hotel in order to improve their efficiency. The facilitator further noted this service is provided to team member because of the difficulty of getting to work due to adequate transport system in Abuja.

Case B

The venue for the interviews conducted in Healthy suites Abuja was at the human resources department of the hotel, this was also facilitated by the administrative officer of the hotel. The human resource department is situated upstairs and right above the marketing and sales department. This is also an open space with well-arranged executive chairs, tables, cabinets and a printer. However not every staff had a computer on his/ her table, only the two supervisors, the assistant manager and the manager had computers on their tables. Each staff had an allocated executive chair, cabinet and a table. There were two standing air- conditioning units in each corner which provided a comfortable room temperature. Also in a corner were two fire extinguishers. On display on the walls of the department were portraits of the president of the federal republic of Nigeria, the minister of the FCT and the managing director of Heaven's suites. The researcher also had the opportunity to sit and make some observations in the foyer of the hotel. At the main entrance of the hotel were two porters dressed in white formal shirts, bow ties and black trousers, on each side of the entrance with a trolley beside them. These porters also smiled and exchanged pleasantries with every customer or guests that walked towards the entrance of the hotel. At the reception, it was observed some guests requested some Nigerian local delicacies and the staff at the reception were heard going into the details of such delicacies as well as placing calls. This further promoted the researcher who also probed further. The facilitator noted the hotel collaborates with local firms to ensure it meets the local needs and expectations of the guests. He further noted members of staff also trained on how to network and meet the expectations of customers.

Here in the foyer the main feature was the front desk which faced the main entrance of the hotel, the front desk had three staff stood behind it. All three staff stood behind the desk were smartly dressed in white formal shirts, bow ties and black trousers. On the front desk were three computers, a printer, a payment card reader, a small safe box and other personal effects. Behind the front desk officers were two standing air conditioners which provided a comfortable room temperature, two fire extinguishers, a small cabinet and a first aid box. Also on the wall behind the front desk officers were portraits of the president of Nigeria, the minister of FCT, the managing director of Healthy suites and under these portraits was the hotel's mission statement. While in the foyer of the hotel, the researcher also noticed members of staff in groups of two or three going out for prayers. The raised the inquisitiveness of the researcher who asked where the members of staff were going to, and he noted that these members of staff are of the Muslim faith and are allowed to go and observe their prayer at the designated prayer room for members of staff in the hotel. The facilitator noted this encourages friendship and teamwork because these members of staff develop friendship.

Also observed from the foyer of the hotel was the large overhead tank in the hotel. This further raised the inquisitiveness of the researcher, who asked the facilitator the use of such facility. The facilitator noted the hotel had to build a medium size water treatment plant because the shortage of water supply in Abuja. He further noted not only did the supply affect the quality of their services to guest, but the quality of the water supply was not good enough for cooking and provision of other essential services to the guests. Therefore the hotel constructed a water treatment plant to ensure the quality of water supplied to members of staff in the kitchen as well as to the guests was of high quality. Similarly, on the way out to the engineering department, the researcher observed three members of staff carrying out the maintenance work, and supervised by two people of different nationalities. This also prompted the researcher to ask further questions. The facilitator noted these were consultants from the headquarters of the firm who assist members of staff in accomplishing their tasks and responsibilities in the hotel. Specifically the facilitator noted they provide guide to enable members of staff accomplish the tasks themselves. He further stated it ensures members of staff can also learn from these experts.

The researcher was also at the meeting hall of the hotel. The hall had several chairs neatly arranged and a large writing board on one side. It also had a projector which was hanged from the ceiling of the hall. Similarly in the four corners of the hall were standing air- conditioning systems. On the walls were also the portrait of Nigeria's president, the minister of the FCT and the managing director of Heaven's suites. There were four medium sized fire extinguishers at the back of the hall and a reeling hose hanged on the wall. My facilitator hinted me on the usage of the hall. According to him it is a venue where issues regarding management and staff relations are discussed, specifically the facilitator noted, the hotel brings in notable religious leaders to discuss staff and management issues, and even anything regarding work. He specifically, noted anything that affects the performance of employees can be discussed with these leaders and they pass it on to the management, who will act on it or discuss further ways of addressing such issues which will then be relayed back to members of staff for further deliberations.

